

**CATAWBA FOCUS**

**ANNUAL PLAN 2018-19**

**END OF YEAR PROGRESS REPORT – 7/1/2019**

**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 2018-19 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. Complete all internal and external approvals for three new Graduate Programs.</li> <li>C. Develop 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. 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. Develop 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. Develop and implement marketing plan for intentional use of new brand messaging through multiple platforms.</li> <li>B. Introduce and continue to refine college website redesigned for Search Engine Optimization and device versatility.</li> <li>C. Complete creation of Strategic Focus, the next iteration of Catawba’s strategic planning process and document.</li> <li>D. Launch “Mind-Body-Soul: Catawba’s Campaign for Growth” to provide resources for strategic priorities.</li> </ol>

**Our 2018-19 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. Complete all internal and external approvals for three new Graduate Programs.</i></b></p> <p><b><i>C. Develop new Distance Learning platforms and new Programs for Non-Traditional Students.</i></b></p>
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ITEM	RESPONSIBLE	MID-YEAR PROGRESS REPORT
<p><b>A.1 - Environment:</b></p> <p>a) Hire tenure-track (replacement) in GIS by 7/1/18.</p> <p>b) Hire Policy &amp; Advocacy faculty by 1/1/19 and Sustainable Technology faculty to start by 1/1/20.</p> <p>c) Growth Goals: 45 Deposits for Fall 2019 (33 in 2018); 70 total Majors by end of Spring 2019 (56 in Spring 2018).</p>	<p>Lowery/Dollar/Holden</p>	<p>a) Completed – Dr. Andrew Jacobson</p> <p>b) Completed – Dr. Mercedes Quesada-Embid</p> <p>c) Applications and admissions significantly ahead of last year at the same time; focus now on converting admits to deposits.</p>

<p><b>A.2 - Health Sciences:</b></p> <ul style="list-style-type: none"> <li>a) Hire new faculty by 1/1/19 (Human Biology, Therapeutic Recreation, and Exercise Physiology).</li> <li>b) Prepare 3 new degree programs for implementation by 8/1/20 including Outdoor Recreation; Accelerated Bachelor of Science in Nursing; Sport/Health Psychology.</li> <li>c) Research and develop add-on certifications in health sciences (such as Respiratory Therapy) with goal of implementation in Fall 2020.</li> <li>d) Complete requirements for Nursing program accreditations by 5/31/19.</li> <li>e) Growth Goals for Nursing (pre-licensure) major: 40 Deposits for Fall 2019 (26 in Fall 2018); Cohort of 20 students entering upper-level nursing courses in Fall 2020.</li> </ul>	<p>Lowery/Hand/Holden</p>	<ul style="list-style-type: none"> <li>a) Completed.</li> <li>b) Accelerated BSN will be postponed until after accreditation, resources needed may be prohibitive. Other 2 are currently in development.</li> <li>c) On track; however will be dependent on space (Exercise Science/Health Science) and funding for equipment via MindBodySoul Campaign.</li> <li>d) We have initial program approval from NC BON (official approval to come in May at their BOD meeting), accreditation visit with CCNE scheduled for early September. All indicators are positive.</li> <li>e) Applications and admissions significantly ahead of last year at the same time; focus now on converting admits to deposits. We have a large enough pipeline to have cohort of 15-20 for Fall 2019. Anticipating a cohort of 20-25 entering upper level nursing courses in Fall 2019.</li> </ul>
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<p>f) Growth Goals for Therapeutic Recreation program: 5 Deposits for Fall 2019 (2 in Fall 2018); 35 total majors in Spring 2019 (32 in Spring 2018).</p> <p>g) Growth Goals for Sport Management major: 35 Deposits for Fall 2019 (28 in Fall 2018); 40 Majors in Spring 2019 (30 in Spring 2018).</p>		<p>f) Applications and admissions significantly ahead of last year at the same time; focus now on converting admits to deposits.</p> <p>g) Applications and admissions significantly ahead of last year at the same time; focus now on converting admits to deposits.</p>
<p><b>A.3 - Business:</b></p> <p>a) Prepare to implement new undergraduate minor in Data Analytics by 8/1/2020 and hire needed faculty. (Objective refined)</p> <p>b) Complete revision of Communications curriculum and implement Digital Media Production.</p> <p>c) Growth Goals for Communications/ DMP major: 15 Deposits for Fall 2019 (10 in Fall 2018); 45 Majors in Spring 2019 (38 in Spring 2018); Develop a robust marketing/recruiting plan for larger gains in 2020.</p>	<p>Lowery/Hake/Holden</p>	<p>a) Faculty have proposed that a minor in Data Analytics would be a better first step. Minor is being developed, but will require a faculty hire.</p> <p>b) Completed curriculum revision. Media production studio needed for complete implementation and is part of MindBodySoul Campaign.</p> <p>c) Applications and admissions significantly ahead of last year at the same time; focus now on converting admits to deposits.</p>

<p>d) Create more direct connections with Environment &amp; Sustainability and seek leadership to deliver on this focus.</p>		<p>d) Conversations and explorations ongoing between leadership in KSOB and E&amp;S. Ecopreneurship minor being developed, proposed.</p>
<p><b>A.4 - Performing Arts:</b></p> <p>a) Growth Goals for Popular Music program: 15 Deposits for Fall 2019 (5 in Fall 2018); 50 indicating Pop Music Major in Spring 2019 (46 of 83 in Spring 2018).</p> <p><del>b</del> Growth Goals for Theatre Arts majors: 25 Deposits for Fall 2019 (17 in Fall 2018); 55 Majors in Spring 2019 (46 in Spring 2018).</p>	<p>Lowery/Etters/Holden</p> <p>Lowery/Homan/Holden</p>	<p>a) Applications and admissions significantly ahead of last year at the same time; focus now on converting admits to deposits.</p> <p>b) Applications and admissions significantly ahead of last year at the same time; focus now on converting admits to deposits.</p>
<p><b>B - Graduate Programs:</b></p> <p>a) Complete all internal approvals by 12/1/18 and external approvals by 6/1/19 to implement new Master’s Program in Data Analytics by 8/1/20 with target of 20 students by 9/1/21.</p> <p>b) Complete all internal approvals by 12/1/18 and external approvals by 6/1/19 to implement new Master’s Program in Health Care Administration by 8/1/20 with target of 20 students by 9/1/21.</p>	<p>Lowery and</p> <p>Data Analytics Lead Team: Sullivan, Bowe, Thompson</p> <p>Health Care Lead Team: Hake, Spencer</p>	<p>a) SACSCOC approval achieved. Will submit to DOE.</p> <p>b) SACSCOC approval and DOE approval achieved.</p>

<p>c) Complete all internal approvals by 12/1/18 and external approvals by 6/1/19 to implement new Master’s Program in Sports Management by 8/1/20 with target of 20 students by 9/1/21.</p> <p>d) Implement new Master’s Program in Accounting with target of 20 students by 9/1/19.</p>	<p>Sports Mgmt Lead Team: Hand, Aagard</p> <p>Accounting Lead Team: Hake, Spencer</p>	<p>c) SACSCOC approvals achieved. Will send to DOE.</p> <p>d) Exploring alternatives to best prepare accounting students for strongest market opportunities and best utilize Catawba’s faculty and related resources.</p>
<p><b>C - Non-Traditional Programs:</b></p> <p>a) Create new Division of Online &amp; PersonalizEd Programs by 8/1/18; Shift admissions responsibilities to Enrollment Management, academic programs to “home” departments for curriculum, staffing, and advising.</p> <p>b) Complete all internal approvals by 12/1/18 and external approvals by 6/1/19 to launch online delivery of programs for Non-Traditional Students by 8/1/19 and full implementation for Fall 2020.</p>	<p>Lowery/Bowe/Holden</p>	<p>a) SACSCOC approvals achieved.</p> <p>Admissions, advising responsibilities shifted to home academic departments. Branding and marketing will be needed.</p> <p>b) SACSCOC approvals achieved.</p>

<p>c) Implement new Programs in BS IT by 8/1/19 and online RN-to-BSN by 8/1/20 (informed by Hanover environmental scan) with overall target of 100 additional students by 8/1/21.</p>		<p>c) BS IST and BS IT programs developed and approved by Faculty.</p>
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<b>2.</b>	<p><b><i>Growth Through Engaging Co-Curricular Experiences:</i></b></p> <p><b><i>A. 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) Internships and Career Services Center to open by 9/1/18.</p> <p>b) Increase number of paid internships by 10% in 2018-19.</p> <p>c) Implement Handshake internship tracking software by 1/1/19.</p>	<p>Lowery/Taylor</p> <p>Lowery/Tyler-Smith</p> <p>Lowery/Jasper</p>	<p>a) Center is open and operational. Branding and cosmetics of space needed (funding needed). New C2C director Sharisse Robinson.</p> <p>b) In progress. Implementation of Handshake software will help.</p> <p>c) Completed.</p>
<p><b>A.2 - Travel:</b></p> <p>a) Appoint International Center Director by 1/1/19.</p> <p>b) Travel Center to open by 1/1/2019.</p> <p>c) Explore and join a domestic travel consortium during AY 2018-2019.</p> <p>d) Increase outbound travel 10% in 2018-19.</p>	<p>Lowery/Coggin</p>	<p>a) No Director selected. Ann Clifton will likely take more role of Director, and we will cross-train others (Jean Hall) for SEVIS assistance as needed. Plan B is to appoint a “Faculty Liaison” to work with Ann Clifton.</p> <p>b) Center not open, space not outfitted. Plans for defined, distinct Library space to serve as Center.</p> <p>c) Still being explored, but on hold due to no director.</p> <p>d) On track.</p>

<p><b>A.3 - Service:</b></p> <p>a) Work with Lilly Center to develop Service Learning professional development in AY 2018-2019.</p> <p>b) Appoint a Service Coordinator by 9/1/18.</p> <p>c) Service Center to open by 1/1/19.</p> <p>d) Begin tracking and documenting Service Experience by 6/1/19.</p>	<p>Lowery/Clapp</p> <p>Lowery</p> <p>Lowery/Taylor</p> <p>Lowery</p>	<p>a) Leveraging opportunities with Lilly Center; Presence software will help track.</p> <p>b) Completed: Johnathan Boles.</p> <p>c) Working to use Third Place as this Center.</p> <p>d) Presence software will make this possible.</p>
<p><b>A.4 - Research and Creativity:</b></p> <p>a) Appoint a Coordinator of Research and Creativity by 9/1/18.</p> <p>b) Research and Creativity Center to open by 1/1/19.</p> <p>c) Begin tracking and documenting Research and Creativity activities during AY 2018-2019.</p>	<p>Lowery</p> <p>Lowery/Taylor</p> <p>Lowery</p>	<p>a) Completed: Dr. Carrie Graham.</p> <p>b) Center not open, space not outfitted. Plans for defined, distinct Library space to serve as Center.</p> <p>c) Occurring.</p>

<p><b>B - Student Services and Student Activities:</b></p> <p>a) Complete design of One Stop Shop for Student Services and related elements by 1/1/19.</p> <p>b) Complete One Stop mobile app by 8/1/19.</p> <p>c) Complete the eSports Lab space in Cannon Student Center by 12/31/2018.</p> <p>d) Implement a co-curricular event and activity tracking system for campus wide use for launch in Spring 2019.</p> <p>e) Create a Diversity and Inclusion workgroup to provide programmatic elements and support systems to address by 11/1/18.</p>	<p>Murphy/Lowery/Tice/Jasper/Taylor</p> <p>Jasper</p> <p>Tice/Taylor/Jasper</p> <p>Tice/Jasper</p> <p>Tice</p>	<p>a) Not pursuing this initiative at this time as a physical space. Focus will be on web/mobile platforms.</p> <p>b) Defining “One Stop” mobile app as Catawba-branded in the app store, focused on info new students need, and provides social engagement platform for campus community. Selected Unified and phase 1 of “MyCatawba” app now available in app stores at no charge. Phase2 enhancements are planned for August 2019, and then ongoing enhancements in parallel with implementation of Self-Service Banner9 functionality.</p> <p>c) Completed.</p> <p>d) Presence software launched.</p> <p>e) Team assembled and working.</p>
<p><b>C – Library:</b></p> <p>Complete re-calibration of Library to host Collaboratory, Travel and Undergraduate Research &amp; Creativity Centers, and Center for Engaged Learning &amp; Teaching by 1/1/19.</p>	<p>Lowery/Taylor/Givens</p>	<p>ICE box is functional. Planning underway on the spaces for Research and Travel Centers.</p> <p>Not a lot of progress with the Center for Engaged Learning &amp; Teaching from a space perspective. Earl Givens will direct a modified version geared with special programming in Digital Pedagogy to support our online and technology-enhanced learning initiatives.</p>

<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 Lab by 8/1/19.</p> <p>b) Design new recording studio facility and experiential Music Hubs by 1/1/19 and complete construction by 8/1/20.</p> <p>c) Complete refurbishment of theatre Annex facilities by 8/1/19.</p> <p>d) Complete enhancements for Health and Human Performance facilities and Science facilities by refurbishing Shuford Science Building and creating Exercise Science Lab by 8/1/19.</p>	<p>Lowery/Taylor</p>	<p>a) Complications discovered during renovations and refurbishment of Ketner Hall mean we will not re-occupy the building until spring semester 2020.</p> <p>b) Incomplete.</p> <p>c) Interior projects completed; roof work to be completed summer 2019.</p> <p>d) Work underway. Some elements will be addressed as part of realignment of space uses in Ketner Hall for spring 2020.</p>

<p><b>B - Athletic and Recreational Facilities:</b></p> <ul style="list-style-type: none"> <li>a) Complete construction of lights at Whitley Field by 2/1/19;</li> <li>b) Complete construction of safety net at Newman Park by 2/1/19;</li> <li>c) Complete construction of artificial turf field in Shuford Stadium by 8/1/19.</li> <li>d) Complete refurbishments and enhancements to Student Center by 8/1/19.</li> <li>e) Complete installation of new HVAC systems for building and pool in Abernethy PEC by 8/1/19.</li> </ul>	<p>Leckonby/Taylor/Dees/Childress</p>	<ul style="list-style-type: none"> <li>a) Funding completed; project construction and installation underway.</li> <li>b) Completed.</li> <li>c) Fundraising underway.</li> <li>d) Many projects completed including video wall and sound system project in Leonard Lounge.</li> <li>e) Installation nearly complete.</li> </ul>
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<p><b>C – Information Technology Systems</b></p> <ul style="list-style-type: none"> <li>a) Add presentation technology to 16 classrooms and 1 meeting room (Rendleman Conference Room) and upgrading presentation technology in 24 additional classrooms by 9/1/18.</li> <li>b) Implement Student Center laptop kiosk and MFD to replace Ketner 24 by 7 computer lab by 8/22/18.</li> <li>c) Implement new wireless access points in 40 classrooms by 12/31/18.</li> <li>d) Pilot (and where appropriate implement) technologies that support online and hybrid teaching and learning including: BB in cloud, identity management in the cloud, 24 by 7 IT help, integrated videoconferencing, cloud-based lecture capture and video management solutions by 8/31/18.</li> <li>e) Begin implementing Self-Service Banner 9 modules, prioritizing student convenience and business process efficiencies by 12/31/18.</li> <li>f) Continue to expand the functionality of the CatLink GO mobile app by 12/31/18.</li> </ul>	<p>Jasper</p>	<ul style="list-style-type: none"> <li>a) Completed.</li> <li>b) Completed.</li> <li>c) Network gear has yet to be purchased. IT has been seeking approval since last summer to purchase this network gear using a new subscription model that is structured like a 36-month lease but allows the College to return the gear and cease payments after 60 days. This model provides highly desirable network agility, as well as moves the College towards operationalizing the upkeep of the network foundation that all of the College’s technology assets depend upon.</li> <li>d) Piloting technology; instructional designer working with faculty to create online courses. SonicFoundry MediaSite pilot (video creation/edit/storage with Blackboard LMS integration) underway and completes in June. Respondus (browser lockdown and video surveillance for online testing) pilot complete.</li> <li>e) Expect Ellucian to complete the install of Self-Service Banner 9 (SSB9) in TEST environment in June/July timeframe. Targeting Fall 2019 go-live for Student Profile and Employee Profile SSB9 services.</li> <li>f) Expect to deliver “One Stop” functionality as defined in B-b above by 8/1/2019.</li> </ul>
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<p><b>D - Infrastructure and Campus Beautification</b></p> <p>a) Complete improvements for Hedrick Administration Building including window replacement, bathroom renovations, interior staircase, masonry, and front circle drive by 8/1/19.</p> <p>b) Complete improvements for Ruth Richards Residence Hall including windows, HVAC, and landscape by 8/1/19.</p> <p>c) Complete improvements for Woodson Residence Hall including landscape, outdoor recreation, and lobby by 8/1/19.</p> <p>d) Complete renovations to brick pathways across campus by 8/1/19.</p>	<p>Taylor/Murphy</p>	<p>a) Bidding window replacement project; staircase project underway; all other projects completed.</p> <p>b) Completed.</p> <p>c) Lobby completed. Landscape and outdoor recreation elements incomplete.</p> <p>d) Ongoing.</p>
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4.	<p><b>Growth Through Expanding Awareness and Engagement:</b></p> <p><i>A. Develop and implement marketing plan for intentional use of new brand messaging through multiple platforms.</i></p> <p><i>B. Introduce and continue to refine college website redesigned for Search Engine Optimization and device versatility.</i></p> <p><i>C. Complete creation of Strategic Focus, the next iteration of Catawba’s strategic planning process and document.</i></p> <p><i>D. Launch “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>a) Showcase website, institutional brand messaging guide, and new look for Admissions recruitment materials to faculty and staff by 8/14/18.</p> <p>b) Review and assess all social media platforms for viability by 9/30/18.</p> <p>c) Develop social media plan by 10/31/18.</p>	<p>Lewis</p>	<p>a) Completed.</p> <p>b) Ongoing; significant additional work underway with Miller Davis team.</p> <p>c) Ongoing; significant additional work underway with Miller Davis team.</p>



<p><b>B - Redesigned College Website</b></p> <p>a) Complete writing of all top level academic program pages by 7/22/18.</p> <p>b) Top non-academic pages also revised and rewritten with two new sections geared toward recruiting prospects: 1) Athletics landing page and subpages; 2) After Catawba landing page showing prospects outcome and info on career prep by 7/29/18.</p> <p>c) Launch redesigned site by 7/29/18. Website revisions and enhancements continue through '18-'19 academic year.</p> <p>d) Review of academic program pages by department chairs in August 2018 with any adjustments and edits to top tier pages completed by 8/31/18.</p>	<p>Black-Gold/Worley/ Holden</p>	<p>a) Completed.</p> <p>b) Completed.</p> <p>c) Launch of redesigned site completed. Additional work within site ongoing.</p> <p>d) Completed.</p>
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<p><b>C- Strategic Focus Planning and Document</b></p> <p>a) Appoint and charge Strategic Focus Advisory Team by 9/1/18.</p> <p>b) Initiate and complete campus-wide engagement as well as engagement with external constituencies by 2/1/19.</p> <p>c) Develop and draft Strategic Focus document for recommendation to the President and final approval by Board of Trustees in spring 2019.</p>	<p>Lewis</p>	<p>a) Completed.</p> <p>b) Completed.</p> <p>c) Completed draft document; Board of Trustees to review in June 2019.</p>
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<p><b>D - Mind-Body-Soul Campaign:</b></p> <ul style="list-style-type: none"> <li>a) Complete membership of Steering Committee and Sub-Committees by 10/1/18.</li> <li>b) Complete components of Campaign targets by 9/1/18.</li> <li>c) Complete official launch at Homecoming on 10/20/18.</li> <li>d) Complete at least 200 donor visits by 5/31/19.</li> <li>e) Deliver 10 alumni and donor engagement events by 5/31/19.</li> </ul>	<p>Dees</p>	<ul style="list-style-type: none"> <li>a) Completed.</li> <li>b) Completed.</li> <li>c) Completed.</li> <li>d) Ongoing.</li> <li>e) Ongoing. Events completed in Jacksonville, FL; Atlanta; New York; DC area. Event for Charleston to be rescheduled for Fall 2019. Events being planned/scheduled for 2019-20 include Asheville, Raleigh, Charlotte, Myrtle Beach, Greensboro/Winston-Salem, and Pennsylvania.</li> </ul>
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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.