

**CATAWBA  
COLLEGE**

Established in 1851

Scholarship.

Character.

Culture.

Service.

**Catawba Annual Plan 2013-14**

***End of Year Progress Report – 6/18/2014***

## **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.

## A POSSIBLE Draft 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.

## **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 professional based 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.

<b>2013-14 Plans</b>	<b>Responsible</b>	<b>Notes</b>
	<b>Resources</b>	
1.1.1 Market pilot SAT/ACT optional policy, gather data on applicants and students utilizing the option.	Lois Williams	44 accepted Test-Optional Fall 2013. 41 admitted students provided test scores. The average test score is 849 and the average grade point average is 3.704. 77% of test-optional applicants are from NC and 23 % are from out of state. <b>[See detailed report]</b>
	Annual Budget	
1.1.2 Review scoring and ranking metrics for US News, Princeton Review, Forbes and set 2014-15 targets accordingly.	Brien Lewis	U.S. News data reviewed. Forbes and Princeton Review metrics and data have not been reviewed. Targets for 2020 and targets for 2014-15 to be prepared for consideration at June BOT meeting. <b>[See detailed report]</b>
	N/A	

1.1.3.A Completely rebuild website to provide more attractive platform and facilitate navigation.	Lois Williams, Tonia Black-Gold	The rebuilding process was completed and the new website was launched March 14, 2014. Training continues and will be ongoing for individuals who use the content management system to make site updates for their respective areas. We are also still gathering content from various academic areas to populate the custom brochure feature associated with the site.
	Improvements Fund	
1.1.3.B Highlight and promote opportunities for prospective students to pursue individualized majors.	Lois Williams, Tonia Black-Gold	This is highlighted on our website and in publications. It is something that admissions representatives discuss in presentations as well as on the road.
	Annual Budget	
1.1.3.C Highlight and promote opportunities for prospective students to pursue opportunities with the NC Research Campus.	Lois Williams, Tonia Black-Gold	We have highlighted successful placements at the NCRC in our most recent publications and on the website.
	Annual Budget	
1.1.3.D Increase outreach to home school, Early College, Community College, and veterans populations and tailor communications to enhance awareness of articulation agreements.	Lois Williams, Tonia Black-Gold	We continue to feature stories on our website and share with local media. Nov. 16 recognition of military personnel and veterans and their families was promoted extensively. Inaugural tailgate event that Admissions hosted before the game for these special military guests was well-attended and something we want to repeat in future years. Received Yellow Ribbon for being a veteran-friendly institution. Placed advertising in publications targeting home-schooled population. Planning to renew Early College visit days. Admissions purchased a billboard across the campus from Davidson County Community College that will post 5/12/2014-7/6/2014 and again 9/1/2014-10/26/2014 targeting Early College and Transfer students from DCCC. <i>[See detailed report]</i>
	Annual Budget	

1.1.4.A Implement Recruiter software package to enhance individualized attention for prospective students.	Lois Williams, Joanna Jasper	Planned Feb 2014 go-live on version 3.1 was postponed because it was too error-prone to try and set up communication plans in Recruiter in the middle of a recruiting cycle. Most prospects and applicants were already actively being communicated with using a communication plan from the old R+ system. We are now working to bring Recruiter 3.5 live in June at the start of a new recruiting cycle for Fall 2015 (and Spring 2015).
	Improvements Fund	
1.1.4.B Increase (and provide early coordination and resources for) contact with prospective students by faculty, alumni, and Board members.	Lois Williams, Elaine Holden	We completed a second year of this project; however, it did not go as smoothly as we had hoped. At the core of our plan this year, was going live with Recruiter in January, which would make the report coordination simpler. However, we are not going live until June 1 due to consultant recommendation. We have manually coordinated the calling effort among our BOV and faculty members. We did learn that due to NCAA regulations, Chief's Club is unable to assist us in calling athletes.
	N/A	

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.

<b>2013-14 Plans</b>	<b><i>Responsible</i></b>	<b><i>Notes</i></b>
	<b><i>Resources</i></b>	
1.2.1.A Implement Birth-to-Kindergarten Education program at Central Piedmont Community College site.	Michael Bitzer, Jim Stringfield, Jeff Bowe	Implemented.
	Annual Budget	
1.2.2.A Establish structure and quality control measures for hybrid courses and programs including: a process to propose and accept courses and programs, design of student orientation, and development of faculty training.	Michael Bitzer, Curriculum and Instructional Support committees	Due to workload of committees this spring, no discussions were held. Plans are to ask the Curriculum and Instructional Support to serve as a joint committee and prepare recommendations, in consultation with considering a Center for Learning Technology and/or broader Center for Teaching and Learning.
	N/A	
1.2.3.A Implement initial elements of comprehensive marketing plan including prospect identification and media presence in selected markets.	Edith Bolick, Lois Williams, Tonia Black-Gold, Jeff Bowe	Meeting monthly with marketing faculty to brainstorm on how to promote our SEGS offerings, particularly at CPCC and to engage SEGS prospects from initial point of contact to matriculation. Developed a communications flow for CPCC applicants and working to implement the same type of comm flow for SEGS program on campus. Promotion efforts underway. Decided not to buy prospect names at this time. <b>[See detailed report]</b>
	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%.

<b>2013-14 Plans</b>	<b>Responsible</b>	<b>Notes</b>
	<b>Resources</b>	
1.3.A Expand and enhance the Direct Early Warning alert system and the Student Intervention Team to monitor and assess indicators of academic or social difficulties.	Ben Smith, Michael Bitzer	BRM alert system went live Fall 2013. Alerts routed to retention officer, advisor, and coach. Intervention meetings conducted for these students. Automatic alerts initiated on non-registered and poor midterms. 950 alerts for Fall 2013 and 903 for Spring 2014. Automated communication to flagged students and targeted communication to at-risk student groups. Multiple training/refresher sessions hosted for Faculty/Coaching Advisors. <b>[See detailed report]</b>
	Annual Budget	
1.3.B Develop plans to provide options for mandatory Summer Orientation programs including academic advising, course registration, and student services sessions.	Ben Smith, Sheila Brownlow, Ken Clapp, Andie Lynch	Everything completed or on course to be completed. Plans are in place for all entering students to experience Freshman Retreat. These retreats will utilize the same basic format as previous Freshman Retreats but there will be greater emphasis on incorporating students into the Catawba culture with emphasis upon service, green initiatives, civility and involvement. This will make it possible for less time to be spent on these concerns during the “orientation” period in August allowing more time for academic orientation during that period. In order to provide leadership for these retreats, the size of the Retreat Leadership Corps has been enlarged and additional training provided to the members of this leadership body. <b>[See detailed report]</b>
	Funds to come from enrollment deposits paid by incoming students	
1.3.C Implement Spring remedial course to help students who underperform in their first semester at Catawba.	Sheila Brownlow	One hour GNED 102 course, taught by Dr. Brownlow offered in Spring 2014 for students who needed it. The course was added directly to students’ schedules. 20 students were enrolled in GENED 1102; awaiting grade report on the class. <b>[See detailed report]</b>
	Annual Budget	

1.3.D Develop a special FYS class and program for “at risk” students who are admitted conditionally, to include individual evaluation and monitoring.	Sheila Brownlow, Andie Lynch	Two sections were offered in Fall 2013. Preliminary data and feedback being collected for assessment. Students were required to meet with retention officer at least twice per semester. They were also required to attend tutoring and SI several times throughout the semester. The FYS Support class will be a living and learning community for the 2014-2015 Academic year and will have a student affairs professional living on hall to help expand support for these students. They also have a Teaching Fellow/RA that will help support this group.
	Annual Budget	
1.3.E Expand Supplemental Instruction program to double the number of courses supported.	Ben Smith, Michael Bitzer, Andie Lynch	<i>Fall 2013</i> expansion completed- (2 Additions, 8 total) Spanish I, Spanish II, Psychology, Chemistry, Biology, Accounting, History; <i>Spring 2014</i> - (4 Additions, 10 total) - Accounting, Anatomy and Physiology II, Psychology, Spanish I and II, Economics, Philosophy of Culture, Music History II, Mass Media and Survey of American History II <b>[See detailed report]</b>
	Annual Budget	
1.3.F Explore ways to enhance use of advising and assessment as retention tools.	Michael Bitzer, Barry Sang, Andie Lynch	Further research is being conducted and explored; looking at best practices to be considered for AY14-15.
	N/A	
1.3.G Implement Campus Awareness Day during the first month of classes for students to learn more about available clubs, intramurals, activities and other opportunities.	Andie Lynch, Sheila Brownlow, Ben Smith, Jan Gillean	Event successfully implemented in September 2013 in coordination with FYS seminar and Student Affairs. An all-community event has been planned during August 2014 Orientation—one that includes new students, returning students, clubs, coaches, faculty, staff, and members of our community—to “kick off” the year and include opening convocation. <b>[See detailed report]</b>
	Annual Budget	

1.3.H Explore and facilitate housing FYS classes together.	Kara Ostlund, Sheila Brownlow, Ben Smith	Planned addition of a First-Year Seminar (FYS) Living and Learning (L/L) Community in fall 2014 to have two classes total; both will utilize staff from Student Affairs and Academic Affairs. <i>[See detailed report]</i>
	Annual Budget	
1.3.I Examine and revise scheduling procedures to reduce high overlap of course offerings at the same time, especially for General Education classes.	Michael Bitzer	AY 13-14 reviewed and analyzed. Dept Chairs were asked to revisit Spring 2014 class distribution. AY 14-15 class schedules were “pre-cleared” before being placed on schedule to have 45% of general education seats in peak-times. <i>[See detailed report]</i>
	N/A	
1.3.J Ensure Coaches have access to student-athletes’ grades and monitor progress reports.	Carol Gamble, Andie Lynch, Joanna Jasper	Completed.
	N/A	
1.3.K Continue to develop summer Catawba Advantage Program for students transitioning to college-level work.	Ben Smith, Andie Lynch, Sheila Brownlow	Summer 2014: Added participation requirement for all conditionally admitted students. Two workshop dates in conjunction with summer retreats. Target “at risk” students for participation through BRM upon admission to the college. Registration for Workshop is available online. <i>[See detailed report]</i>
	Annual Budget (fee-based)	

## 2 ACADEMIC INITIATIVES

Whereas enrollment growth and retention are dependent on having substantive academic offerings, on having excellent facilities, and on having a vibrant student centered campus, Catawba will:

### 2.1 Enhance current degree programs.

2.1.1 Place renewed emphasis on accreditation by determining which national and specialized credentials to pursue and maintain while also determining comparable benchmarks in areas where no national accreditation is available.
2.1.2 Implement and infuse elements of the White Paper on an Institutional Philosophy of Education at Catawba College, with particular attention to its impact on curriculum, pedagogy, assessment, and faculty development.
2.1.3 Increase and enhance Honors Program.
2.1.4 Enhance and highlight opportunities for students and faculty connected to the nearby North Carolina Research Campus.
2.1.5 Continue to emphasize and enhance First Year Experience courses and programs to provide students the strongest possible transition to College level work and expectations.
2.1.6 Place renewed emphasis on faculty development including orientation for faculty new to Catawba, support towards tenure and promotion, and enhanced definitions of faculty roles, responsibilities, and rewards.
2.1.7 Adopt revised academic calendar to reflect Catawba's academic values and to enhance both pedagogical and experiential education.

<i>2013-14 Plans</i>	<i>Responsible</i>	<i>Notes</i>
	<i>Resources</i>	
2.1.1.A Complete SACS-COC Compliance Certification Report and prepare for site visit during 2014-15 academic year.	Michael Bitzer, Barry Sang	All compliance narratives will be finished by June 11, 2014, with preliminary submission to Dr. Marcy Stoll at SACSCOC for review on June 16. Dr. Stoll will teleconference with the Leadership Team to review the preliminary draft of the compliance document on July 7.
	Annual Budget	

2.1.1.B Select SACS Quality Enhancement Plan topic and complete preparations for its review by SACS site team in 2014-15.	Michael Bitzer, Barry Sang	Topic of ‘career awareness’ selected; QEP Committee has developed first draft of Learning Outcomes for possible QEP proposal.
	N/A	
2.1.1.C Develop valid and reliable assessment instruments for all activities tied directly to learning goals, outcomes and competencies.	Michael Bitzer, Barry Sang	Director of Institutional Research and Effectiveness is working with various academic and non-academic areas to ensure that goals, outcomes and assessment techniques are being utilized. GEAR and APA developed new assessments for curricula.
	N/A	
2.1.1.D Identify selected accreditations to pursue and define timetable(s) for completion.	Michael Bitzer	Ketner School of Business is a Candidate for ACBSP Accreditation; when new dean comes aboard, full pursuit of the accreditation will be evaluated. Other programs will be considered in AY14-15.
	N/A	
2.1.1.E Review greatest needs for Library resources and develop specific priorities, including providing access to new and emerging technology resources, e.g. electronic databases and online resources, while providing increased information literacy instruction to ensure effective use of new resources.	Michael Bitzer, Steve McKinzie, Joanna Jasper, Erin Wood	In conjunction with 2.4.H: Steve McKinzie developing description for Instructional Technology Librarian.
	N/A	
2.1.2 Infuse White Paper on Institutional Philosophy on Education’s elements by focusing on aspects within the majors.	Michael Bitzer	Work on General Education courses mostly completed. Work with the Curriculum Committee to incorporate the White Paper philosophy into the review process for changes/additional majors will be done in AY14-15.
	N/A	

2.1.3 Develop strategic plan for enhancing Honors Program based on national best practices and benchmarks.	Michael Bitzer, Maria Vandergriff- Avery	Initial proposal with strategic goals developed and submitted. With conversion of Honors director to part-time faculty status, full strategic plan will be developed and submitted in AY14-15.
	N/A	
2.1.4 Develop plan for enhancing and expanding Catawba's presence at the North Carolina Research Campus in Kannapolis	Michael Bitzer	Meeting with NCRC Institutions held July 2013. Catawba interns present over the summer 2013. Five Catawba students will serve as interns during the 2014 summer months at the NCRC.
	Improvements Fund	
2.1.5 Implement adjustments to First Year Seminar to increase matching efficiency and to enhance review of student audits; Conduct focus groups on possible changes for 2014-15.	Michael Bitzer, Sheila Brownlow	Fall, 2013: Focus groups convened among regular student meetings. Focus group data available to begin analysis in January, 2014. Focus group-driven changes (informed by any NSSE data that are relevant) will be made in spring, 2014. <i>[See detailed report]</i>
	N/A	
2.1.6.A Review and more fully define faculty roles, responsibilities, and rewards within the Faculty Handbook.	Michael Bitzer	Draft Handbook currently with attorney who specializes in higher education law; meeting with select Board members planned for summer, with faculty receiving recommendations in fall semester, 2014.
	N/A [attorney work funded by gift]	
2.1.6.B Complete Faculty Handbook revisions and adopt through appropriate actions of the faculty and the Board of Trustees.	Michael Bitzer	Pending receipt of recommendations from attorney and faculty review of recommended changes, submission to the Board of Trustees planned for October 2014.
	N/A	
2.1.6.C Expand and enhance program of orientation for faculty new to Catawba.	Michael Bitzer	With a maximum of three new faculty joining in AY14-15, may consider continuing and expanding the current system and prepare for larger incoming faculty class in AY15-16.
	N/A	

2.1.7.A Conduct comprehensive review of space/time utilization for classes; Adopt revised scheduling procedures to reduce high rates of overlap and more efficient space use.	Michael Bitzer	[Overlaps with 1.3.I.] AY 13-14 reviewed and analyzed. Dept Chairs were asked to revisit Spring 2014 class distribution. AY 14-15 class schedules were “pre-cleared” before being placed on schedule to have 45% of general education seats in peak-times. <b>[See detailed report]</b>
	N/A	
2.1.7.B Explore the “4-1-4” calendar model and the “Bi-Block” calendar model with fulsome consultations amongst campus constituencies; Adopt one model for implementation in academic year 2015-16 by appropriate actions of the faculty and the Board of Trustees.	Michael Bitzer, Ben Smith, Jeff Childress	Two taskforces to submit proposals to the faculty for consideration by March 2014. Due to time constraints, review of the two calendar proposals to be considered during the pre-term meetings in August, 2014.
	N/A	

2.2 Strengthen and initiate professional based 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.

<b>2013-14 Plans</b>	<b>Responsible/ Target Date(s)</b>	<b>Notes</b>
2.2.1.A Implement undergraduate degree accounting program and begin development of master’s program.	Michael Bitzer	Undergraduate Accounting major implemented with AY 13-14; Plans continue to focus on consideration and developing of MAC in 2014-15, in consultation with new business dean.
	Annual Budget and Accounting Gift	

2.2.1.B Explore undergraduate degree program in entrepreneurship.	Michael Bitzer	Plans continue to focus on consideration and developing of entrepreneurship in 2014-15, in consultation with a new business dean. Consideration may require that this program be a possible graduate-level focus due to standards for the Accreditation Council for Business Schools & Programs.
	N/A	
2.2.1.C Explore undergraduate degree program in non-profit management.	Michael Bitzer	Plans continue to focus on consideration and developing of non-profit management in 2014-15, in consultation with a new business dean. Consideration will need to include standards for the Accreditation Council for Business Schools & Programs.
	N/A	
2.2.1.D Explore undergraduate degree program in health care management.	Michael Bitzer	Plans continue to focus on consideration and developing of health care management in 2014-15, in consultation with a new business dean and new nursing chair. Consideration will need to include standards for the Accreditation Council for Business Schools & Programs, along with relevant accrediting bodies for health sciences/nursing.
	N/A	
2.2.2.A Finalize undergraduate degree program in Sports Communication and recruit first cohort.	Michael Bitzer	Faculty approved sports communication concentration for communication major. If student interest increases for the concentration, a separate major will be considered. Note that a commitment by the administration was made for personnel funding for a new professor in communication arts to support the concentration; further development of interdisciplinary courses into the concentration will be discussed.
	N/A [future program funding to be both from gifts and new tuition revenue]	
2.2.2.B Explore undergraduate degree program in Digital Studies.	Michael Bitzer	Evaluation of program will be held in the future.
	N/A	

2.2.2.C Explore minor in Film Studies.	Michael Bitzer	Evaluation of program will be held in the future.
	N/A	
2.2.3.A Develop curriculum and seek formal approvals for the RN to BSN program; recruit first cohort upon approvals.	Michael Bitzer	Advertisement for chair of nursing program placed; funding secured for initial support of the program from Robertson Foundation and individual donor.
	N/A [Future funding secured from foundation grant and donor gift]	
2.2.3.B Explore development of program for RN licensure.	Michael Bitzer	Pending hiring of nursing chair, consideration of the program will be held in AY14-15.
	N/A	
2.2.3.C Explore and determine which one(s) of several possible tracks or concentrations to pursue for a Masters in Public Health.	Michael Bitzer	Pending hiring of nursing chair, consideration of the program will be held in AY14-15 or AY15-16.
	N/A	
2.2.3.D Continue exploration and detailed feasibility studies for graduate programs in Athletic Training and Physical Therapy as well as new programs for Physician Assistants and an eventual MSN.	Michael Bitzer, Jim Hand	Plans continue to focus on consideration and developing of graduate programs in 2014-15, in consultation with a new nursing chair.
	N/A	
2.2.4A Continue to explore appropriate graduate programs to consider for future development.	Michael Bitzer	Plans are to explore more fully in AY15-16 following successful reaffirmation of accreditation of the College.
	N/A	

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.

<b>2013-14 Plans</b>	<b>Responsible</b>	<b>Notes</b>
	<b>Resources</b>	
2.3.1 Conduct faculty evaluation of assessing Service Learning opportunities for experiential education requirements.	Michael Bitzer	GEAR reported its findings to the faculty; due to lack of support in personnel and administrative support, the faculty voted to remove the experiences component of the General Education requirements out of the curriculum. Some academic departments have an ‘experiential learning’ component to their major studies, most notably in business. Future exploration of experiential education in the various departments may be pursued.
	N/A	
2.3.2.A Establish International Center and appoint appropriate faculty member as initial contact person with reassigned time to promote current programs and help in the reorganization and coordination of web and marketing materials.	Michael Bitzer	Ketner Center re-established and Dr. Kurt Corriher named as director, with Ann Clifton as assistant. International Center supported students with financial assistance and coordination efforts for faculty to the following locations: Japan, Italy/Germany, Wales, Spain, and France.
	Ketner Endowment	

2.3.2.B Evaluate and establish new policies on financial issues such as use of financial aid, student international fee, exchanges, or lower revenue study options.	Michael Bitzer, Lois Williams, Chuck Williams	Billing process revised and refined to be more straightforward and to facilitate use of scholarships and other aid.
	N/A	Dr. Corriher has formed a committee of faculty to review policy and procedures governing the program and to assist in making determinations regarding recipients of scholarships and amounts of scholarships. <i>[See detailed report]</i>
2.3.2.C Enhance International Center marketing materials and website.	Michael Bitzer, Tonia Black-Gold	Website is complete and more new photos from recent trips abroad (Wales, France, Japan) are included in the home page rotation and in blogs and photo galleries shared through the site. A new study abroad handbook is completed and should be posted on the site as PDF content over the summer along with upcoming travel abroad options for '14-'15.
	Annual Budget and Ketner Endowment	
2.3.2.D Pursue current options for exchange agreements and consortia and explore additional opportunities.	Michael Bitzer	Kurt Corriher is exploring possible opportunities.
	N/A	
2.3.2.E Determine new and/or enhanced opportunities for international trips and programs created by revisions to the Academic Calendar.	Michael Bitzer	Dependent on 2.1.7.B
	N/A	
2.3.2.F Determine the physical space available for an International Center.	Michael Bitzer, Eric Nianouris	Space has been identified; awaiting move by Development into Heath Hill.
	N/A	

2.3.2.G Determine relevant qualifications and, based on availability of resources, initiate job search for full time International Center director to serve as a resource for both “outbound” Catawba students and faculty and “inbound” personnel (exchange students and faculty as well as prospective students for admissions).	Michael Bitzer, Lois Williams	Requires personnel funding. Currently ¼ reassigned time to Dr. Corriher.
	Ketner Endowment	
2.3.2.H Continue discussions on creating a “focal point” country or region to be reflected and strongly supported in curricular, co-curricular, and travel opportunities.	Michael Bitzer	Newly formed International Center Advisory Board including faculty, alumni, and community supporters will be charged with this initiative in AY14-15.
	N/A	
2.3.3 Establish Task Force to explore and recommend aspects for a Leadership Studies program based on national best practices and that embodies Catawba’s core values.	Michael Bitzer, Ken Clapp	A Task Force was created for the purpose of studying various models of leadership programs and making a recommendation of one suitable for Catawba. Many of the members of the Task Force met with and heard a presentation on the model at the University of Richmond. Materials on a variety of approaches are being prepared for study by members of the Task Force. <i>[See detailed report]</i>
	N/A	
2.3.4 Explore best options for development of e-portfolios, co-curricular transcripts, or other methods for best representing a student’s experiential education and credentials.	Michael Bitzer, Joanna Jasper, Ben Smith	Faculty recently voted against implementing the experience part of the curriculum.  Work in AY14-15 will focus on capturing co-curricular elements instead.
	N/A	

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

<b>2013-14 Plans</b>	<b>Responsible/ Target Date(s)</b>	<b>Notes</b>
2.4.A Complete installation in all classrooms of “The Standard” classroom technology consisting of an instructor podium with laptop connection and audio/video capabilities. <i>(Note: this item specifically refers to installing technology in classrooms that do not currently have it)</i>	Michael Bitzer, Joanna Jasper, Erin Wood	Completed 2 classrooms over Fall Break 2013 (ADM234 & ADM328). Completed 2 classrooms over Spring Break (Dance Studio, MUS103) with donor funding. Have prioritized list of 9 additional classrooms that need technology. List = ADM225, ADM233, ADM402, CENV319, HFH153, MUS203, CENV107, SCI105, SCI201. Waiting on funding to move forward. Cost estimate = \$90k.
	Improvements Fund	
2.4.B Develop implementation plan for interactive whiteboard technology in all classrooms.	Michael Bitzer, Joanna Jasper, Erin Wood	We are going to use Epson BrightLink interactive projectors in classrooms that serve 20-30 students and a standard non-interactive projector in larger rooms. Faculty that desire interactivity in larger classrooms will need a tablet; will need to determine a funding model. <b>[See detailed report]</b>
	N/A	
2.4.C Develop implementation schedule to upgrade “The Standard” technology in all equipped classrooms.	Michael Bitzer, Joanna Jasper, Erin Wood	Over Christmas Break 2013, the technology in 7 classrooms was upgraded. Have developed a prioritized list of 30 additional classrooms that need upgraded technology. Waiting on funding to move forward. Cost estimate = \$152k. <b>[See detailed report]</b>
	Improvements Fund	

2.4.D Create the Center for Learning Technology (CLT) team, with Instructional Technology and Instructional Facilities groups, to provide support for the integration of technology in teaching and learning, while promoting enhanced student learning via effective use of instructional technology.	Michael Bitzer, Joanna Jasper, Erin Wood	There is no one-time or annual funding currently available to move forward with this initiative.  Proposal has been submitted to the Provost for consideration of a faculty member to go part-time to oversee the development of a CLT. Broader discussions on whether this would be the first stage in a campus-wide Center for Teaching and Learning will be held during AY14-15.
	N/A	
2.4.E Pilot adaptive learning technologies that help instructors move to digital course content, and that give students one highly interactive and personalized environment to access all their course materials.	Michael Bitzer, Joanna Jasper, Erin Wood	Dr. Erin Wood presented in April 2014 about her experience using personalized learning tools like Cengage in the classroom. Hopefully this will prompt some faculty to try Cengage or similar tools in their fall 2014 classes. This is the best we can do on this one until CLT hiring occurs (2.4.D).
	N/A	
2.4.F Install dedicated wireless access points in classrooms to support a denser mix of mobile computing devices doing more bandwidth intensive activities.	Joanna Jasper, Erin Wood	Have started work on this one. Should be complete by Summer 2015.
	Annual Budget	
2.4.G Upgrade the College's Live@Edu email/calendar/contacts system, hosted by Microsoft in the cloud, to Office365.	Joanna Jasper	Office 365 upgrade completed in early September 2013.
	Annual Budget	
2.4.H Define position of Instructional Technology Librarian and, if resources available, begin search to fill it.	Michael Bitzer, Steve McKinzie Joanna Jasper, Erin Wood	Steve McKinzie will develop position description; need for an Instructional Support Librarian is top priority to meet SACSCOC standards.
	N/A	

<p>2.4.I Upgrade to Microsoft Office 365/Blackboard version 9.1 and secure resources for faculty training/development.</p>	<p>Michael Bitzer, Joanna Jasper, Erin Wood</p>	<p>Blackboard 9.1 was installed in May 2013 and 4 training sessions were offered to faculty by Susan Pruitt. Office365 was installed September 2013. IT will send out announcements starting May 2014 asking employees to install Office2013 and begin learning the new features of Office2013 and Office365 via training materials IT posted to CatLink. IT will also offer some in-person workshops on Lync and OneDrive Fall 2014. Beyond that, need the CLT team (2.4.D) in place to help drive additional faculty training and development.</p>
	<p>Annual Budget</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.

<b><i>2013-14 Plans</i></b>	<b><i>Responsible</i></b>	<b><i>Notes</i></b>
	<b><i>Resources</i></b>	
3.1.A Complete solicitation of ideas and feedback leading to presentation of proposed Campus Master Plan by October Board of Trustees meeting.	Brien Lewis, Campus Master Plan Steering Committee	Campus Forum Sessions held on multiple dates in August, September and October facilitated by Ayers Saint Gross (ASG) and attended by students, faculty, staff, trustees, board members, and community residents and officials. Representatives from ASG also received emails and other informal input from across campus, alumni and the members of the local community. ASG incorporated suggestions and comments into final presentations to the campus and the Board of Trustees. Board of Trustees endorsed proposed Campus Master Plan unanimously at the October Board meeting. Final written report from ASG received.
	Master Plan funded by Improvements Fund	
3.1.B Determine priority items from Campus Master Plan for implementation in spring and summer of 2014.	Brien Lewis, Campus Master Plan Steering Committee	Board of Trustees endorsed proposed Campus Master Plan unanimously at the October Board meeting. Campus Master Plan Steering Committee and Cabinet will meet in summer and fall 2014 to review and make recommendations for priorities and implementation.
	N/A	

3.1.C Determine priority items from Campus Master Plan for inclusion in Comprehensive Fundraising Campaign.	Brien Lewis, Campus Master Plan Steering Committee	Board of Trustees endorsed the proposed Campus Master Plan unanimously at the October Board meeting. Campaign Steering Committee reviewing and will make recommendations for Comprehensive Fundraising Campaign.
	N/A	
3.1.D Develop landscaping and tree maintenance plans and priorities informed by the Campus Master Plan.	Brien Lewis, Chuck Williams, Eric Nianouris	Board of Trustees endorsed proposed Campus Master Plan unanimously at the October Board meeting.
	N/A	Brien, Chuck, and Eric will review and make recommendations for plans and priorities.
3.1.E Continue to explore opportunities to acquire properties adjacent to campus	Brien Lewis, Chuck Williams	Board of Trustees endorsed the proposed Campus Master Plan unanimously at the October Board meeting. The plan did generally not incorporate or speculate about properties adjacent to campus not currently owned by the College.
	Restricted Fund for UCC House; funding otherwise N/A to date.	Catawba College Foundation was established; it could acquire or receive properties for the benefit of the College.  The College acquired the “UCC House” at the corner of Lantz and Brenner. Use of the property is to be determined.  Brien and Chuck continue to explore opportunities as they occur.

3.1.F Undertake preliminary work to transform area between Hedrick Administration Building and Cannon Student Center into a true “heart of campus”.	Brien Lewis, Chuck Williams, Eric Nianouris	Board of Trustees endorsed the proposed Campus Master Plan unanimously at the October Board meeting. Plan included significant improvements to the “heart of campus”.
	N/A	Final written report received from Ayers Saint Gross. Will review that report and subsequently undertake preliminary work to prepare for the improvements suggested in the Campus Master Plan.
3.1.G Continue to explore expanded uses (and marketing) of the Environmental Center and complete work to address noise issues in the facility.	Brien Lewis, Chuck Williams, Eric Nianouris, John Wear	Marketing initiatives for the Center facility include creation of a short video, a newsletter, and a viewbook.
	Annual Budget, Gift-in-kind from Duke Energy.	Engineering firm Building Intelligence changed one HVAC unit on a trial basis to determine impact on noise issues. Duke Energy involved to attempt to tie in energy efficiency savings to this project, providing financial incentives from Duke to Catawba College. Improvement measured at about 30%. Cost for doing the entire facility would be approximately \$275,000.

3.2 Implement an annual repair and renovation program.

<i>2013-14 Plans</i>	<i>Responsible</i>	<i>Notes</i>
	<i>Resources</i>	
3.2.A Renovate and refurbish Salisbury-Rowan Residence Hall.	Chuck Williams, Eric Nianouris, Ben Smith	Cannon Foundation funded project and work was completed in summer 2013.
	Cannon Foundation grant	

3.2.B Develop plans for renovation and refurbishment of Barger-Zartman Residence Hall and Heath Hill House.	Chuck Williams, Eric Nianouris, Ben Smith	Intention is to take Heath Hill offline permanently for residence hall purposes starting fall 2014 and redesign for office purposes. This will be dependent in part on demands for student housing in the fall.  Work underway to renovate Stanback in Summer 2014 instead of BZ to include renovations similar to SR. Funding granted from Cannon Foundation. <i>[See detailed report]</i>
	Cannon Foundation grant	
3.2.C Utilize resources from “Improvements Fund” to enhance various aspects of campus during Summer and Fall 2013 including sidewalks, theatre and music facilities, banners and awnings, and other aesthetic upgrades or repairs.	Brien Lewis, Chuck Williams, Eric Nianouris	Large number of projects completed to date. <i>[See detailed report]</i>
	Improvements Fund	

3.3 Develop and implement policies and procedures re: sustainability.

<i>2013-14 Plans</i>	<i>Responsible</i>	<i>Notes</i>
	<i>Resources</i>	
3.3.A Develop policies and procedures through a comprehensive Sustainability Plan.	Brien Lewis, John Wear	Over the course of both the Fall 2013 semester and Spring 2014 semester, Dr. John Wear has been working with students in his classes and student volunteers associated with the Center to research various campus sustainability plans from other colleges. In addition, Dr. Wear has been receiving recommendations from students on the Catawba campus concerning what they feel would be goals worth pursuing. <i>[See detailed report]</i>
	N/A	

3.3.B Complete first round of project solicitation, funding, and implementation through the Green Revolving Fund.	Brien Lewis, John Wear	Project proposals solicited and reviewed; Those approved for funding include LED light conversion in Robertson Center, expanding recycling stations in S-R and Woodson, implementing composting program. Student “mini-grants” of up to \$500 included the sustainable garden project. Additional \$100,000 grant received to continue the GRF; committee will decide whether to entertain new proposals, direct additional funds to existing initiatives, or both.
	Donor gifts	

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

<b>2013-14 Plans</b>	<b>Responsible</b>	<b>Notes</b>
	<b>Resources</b>	
3.4.A Develop policies and procedures to integrate public art on campus, including internal and external sites and temporary and permanent installations, through a comprehensive Public Art Plan.	Brien Lewis, Eric Nianouris, Tracy Mackay-Ratliff	Board of Trustees endorsed proposed Campus Master Plan unanimously at the October Board meeting.  Received final written report from Ayers Saint Gross.
	N/A	Assigned group to meet in fall 2014 to lead creation of Comprehensive Public Art Plan.
3.4.B Informed by the Campus Master Plan (once completed), and the Public Art Plan (once completed), determine locations for (and ways to support) Public Art on campus.	Brien Lewis, Eric Nianouris, Rex Otey	Board of Trustees endorsed proposed Campus Master Plan unanimously at the October Board meeting.  Received final written report from Ayers Saint Gross.
	N/A	Assigned group to meet in fall 2014 to lead creation of Comprehensive Public Art Plan.  Plans underway for select pieces of art on loan from Foundation for the Carolinas to be displayed on campus during 2014-15 in conjunction with larger display at Waterworks Gallery.

## **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.

<b><i>2013-14 Plans</i></b>	<b><i>Responsible</i></b>	<b><i>Notes</i></b>
	<b><i>Resources</i></b>	
4.1.A Renovate and refurbish Salisbury-Rowan Residence Hall.	Chuck Williams, Eric Nianouris, Ben Smith, Kara Ostlund	Cannon Foundation funded project and work was completed in summer 2013.
	Cannon Foundation Grant	
4.1.B Develop plans for renovation and refurbishment of Barger-Zartman Residence Hall and Heath Hill House.	Chuck Williams, Eric Nianouris, Ben Smith, Kara Ostlund	Intention is to take Heath Hill offline permanently for residence hall purposes starting fall 2014 and redesign for office purposes. This will be dependent in part on demands for student housing in the fall.  Work underway to renovate Stanback in Summer 2014 instead of BZ to include renovations similar to SR. Funding granted from Cannon Foundation.
	Cannon Foundation Grant	
4.1.C Explore capital housing projects at off-campus sites.	Brien Lewis, Chuck Williams	Preliminary conversations have been held with private developers and civic officials. No specific plans under formal consideration but conversations will continue and opportunities will be explored as appropriate.
	N/A	

4.1.D Continue to explore options for residential theme floors and learning communities.	Ben Smith, Kara Ostlund, Michael Bitzer	Hurley is on schedule to be the Honors Program Learning Community for Fall 2014 but due to time and budget restraints the renovations have been pushed to occur in summer 2015. <b>[See detailed report]</b>
	N/A	

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

<b>2013-14 Plans</b>	<b>Responsible</b>	<b>Notes</b>
	<b>Resources</b>	
4.2.A Informed by Campus Master Plan (once completed), develop detailed plans for improving and enhancing spaces within the Cannon Student Center.	Ben Smith, Jan Gillean, Eric Nianouris, Chuck Williams	Board of Trustees endorsed proposed Campus Master Plan unanimously at the October Board meeting. Final version of plans received in April. Assigned group will begin discussions on this item in summer of 2014.
	N/A	
4.2.B Informed by Campus Master Plan (once completed), begin work on long-term plans for improved and expanded fitness center in the Cannon Center or at another location.	Ben Smith, Eric Nianouris, Emily Schneider	Board of Trustees endorsed proposed Campus Master Plan unanimously at the October Board meeting. Final version of plans received in April. Assigned group will begin discussions on this item in summer of 2014. Performed walk through of facility and a possible move to the game room would not be feasible.
	N/A	
4.2.C Informed by Campus Master Plan (once completed), begin work on long-term plans for improved and expanded main dining center in the Cannon Center or at another location.	Ben Smith, Eric Nianouris, Jason Ritter	Board of Trustees endorsed proposed Campus Master Plan unanimously at the October Board meeting. Final version of plans received in April. Assigned group will begin discussions on this item in summer of 2014.
	N/A	

4.2.D Informed by Campus Master Plan (once completed), develop plans for improved and enhanced Leonard Lounge in the Cannon Center.	Ben Smith, Jan Gillean, Eric Nianouris	Board of Trustees endorsed proposed Campus Master Plan unanimously at the October Board meeting. Final version of plans received in April. Assigned group will begin discussions on this item in summer of 2014.
	N/A	
4.2.E Informed by Campus Master Plan (once completed), implement a Welcome and Information Desk near the main entrance of the Cannon Center.	Ben Smith, Eric Nianouris	Board of Trustees endorsed proposed Campus Master Plan unanimously at the October Board meeting. Final version of plans received in April. Assigned group will begin discussions on this item in summer of 2014.
	N/A	
4.2.F Complete conversion of Mondo's Grill to McCorkle's, a coffee shop serving Starbucks products.	Ben Smith, Eric Nianouris	Completed.
	Student Fees and Improvements Fund	

4.3 Enhance student recreational facilities and programs.

<b><i>2013-14 Plans</i></b>	<b><i>Responsible</i></b>	<b><i>Notes</i></b>
	<b><i>Resources</i></b>	
4.3.A Informed by Campus Master Plan (once completed), develop plans for improved and enhanced outdoor and indoor recreational playing facilities.	Ben Smith, Eric Nianouris, Emily Schneider	Board of Trustees endorsed proposed Campus Master Plan unanimously at the October Board meeting. Final version of plans received in April. Assigned group will begin discussions on this item in summer of 2014.
	N/A	

4.4 Enhance student engagement and academic support services and facilities.

<i>2013-14 Plans</i>	<i>Responsible</i>	<i>Notes</i>
	<i>Resources</i>	
4.4.A Identify, prepare, and occupy appropriate space for academic and student support services including tutoring and testing.	Ben Smith, Michael Bitzer, Eric Nianouris, Andie Lynch	Heath Hill and Development Office conversions pending fall student housing needs and financial figures.
	N/A [Future funding from gifts/grants and/or capital budget]	
4.4.B Develop and support additional opportunities for faculty, staff, and students to share and celebrate their scholarship and other accomplishments; highlight and formalize these opportunities through establishing a campus-wide day or week focusing on the learning-centered experience.	Ben Smith, Michael Bitzer, Robin Perry, Connie Lowery	Combined already established programs to create a more intentional effort to expose students to 4.4.B opportunities during a dedicated week in early spring 2014.  Utilizing earnings from the Jenkins Endowment, 30 faculty received nearly \$30,900 in total professional development funding; in AY12-13, 20 faculty received a total of a little over \$9,000 in professional development funding.
	Annual Budget and Jenkins Endowment	

4.5 Enhance student career support services and programs.

<i>2013-14 Plans</i>	<i>Responsible</i>	<i>Notes</i>
	<i>Resources</i>	
4.5.A Identify and support specific opportunities for including Career Services in First Year Experience programs and Experiential Education initiatives.	Robin Perry, Michael Bitzer, Sheila Brownlow	This initiative will connect with work to be done on QEP topic of Career Awareness.
	N/A	

4.5.B Establish Task Force to develop specific recommendations for creating an Office of Nationally Competitive Awards to coordinate the advising process for nationally competitive scholarships, grants and fellowships for our academically gifted students.	Michael Bitzer	To be considered in AY14-15; may require deferral until AY15-16.
	N/A	

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.

<b>2013-14 Plans</b>	<b>Responsible</b>	<b>Notes</b>
	<b>Resources</b>	
4.6.A Establish Task Force to develop specific recommendations for an Intercollegiate Athletics Strategic Plan.	Brien Lewis	Item deferred pending arrival of new Athletics Director.
	N/A	
4.6.B Establish goal of placing in the top 3 institutions for the Echols Excellence Award in the South Atlantic Conference.	Brien Lewis	Finished 10 <sup>th</sup> of 12 SAC schools this year. Tracking team performances to determine potential for meeting this goal.
	Annual Budget and gift funds	

## **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.

<b><i>2013-14 Plans</i></b>	<b><i>Responsible</i></b>	<b><i>Notes</i></b>
5.1.A Continue to seek private support for debt reduction as part of the Comprehensive Fundraising Campaign.	Brien Lewis, Rex Otey	Debt reduction will continue to be available for discussion and funding as prospects and friends are met with during the campaign.
	N/A	
5.1.B Continue to meet Department of Education financial ratios and all bank covenants related to debt financing.	Chuck Williams	DOE Ratio score for 2013 of 2.2 (out of 3.0, minimum requirement is 1.5). All covenant requirements and targets met to date.
	Annual Budget and Endowments	
5.1.C Continue to reduce endowment spending percentage by one-half point annually to reach target of 4% spending rate.	Chuck Williams	2012-2013: 5.5%; 2013-2014: 5.0%; 2014-2015: 5.0%; 4.5% thereafter. All targets met to date.
	Annual Budget	
5.1.D Continue to review endowment spending policies per UPMIFA statute and apply sliding scale on underwater funds.	Chuck Williams	Underwater funds are within \$750,000. All targets met to date.
	Annual Budget and Endowments	

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

<b>2013-14 Plans</b>	<b>Responsible</b>	<b>Notes</b>
	<b>Resources</b>	
<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 2014-15 by October 2013 Board of Trustees meeting.</p>	<p>Brien Lewis,            Lois Williams,            Chuck Williams,            Ben Smith.</p>	<p>Higher Education Price Index, local options for housing costs, regional and national trends, and other factors reviewed and considered in shaping proposal for 2% increase in tuition and room fees for 2014-15. New sales tax on campus meals taken into consideration in proposal increasing meal plans for 2014-15 by 9%. This higher amount includes a 2% cost-of-living increase and a 7% sales tax that is a “pass through” where the tax revenue is collected and sent on to the state government.</p> <p>Tuition and fee proposals referenced above adopted unanimously by the Board of Trustees.</p> <p>We have also elected to follow an aggressive scholarship model this year, which will increase merit awards to incoming students by \$1000 in each tier.</p>
	<p>Annual Budget</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.

<b>2013-14 Plans</b>	<b>Responsible</b>	<b>Notes</b>
	<b>Resources</b>	
5.3.A Establish balanced budget with priority for any new revenues to go towards increased retirement matching and/or faculty and staff salaries.	Brien Lewis, Chuck Williams	Budget for 2013-14 featuring positive cash flow and 2% salary increase for full-time faculty and staff adopted unanimously by the Board of Trustees at the October 2013 meeting. Planning underway for 2014-15 budget that will be fully balanced (including cash flow and depreciation) and based on level enrollment. Preliminary balanced budget was presented at February 2014 Board meeting and final budget will be presented at June 2014 Board meeting.
	Annual Budget	
5.3.B Communicate financial policies to all employees; conduct training and orientation as needed.	Brien Lewis, Chuck Williams	Policies to be given to members of the cabinet who will communicate with employees. E-mail regarding financial policies sent at outset of the fiscal year. New purchasing policies and procedures to be developed for 2014-15. Training and orientation needs and opportunities to be identified and implemented in fall 2014.
	N/A	
5.3.C Revise policies and procedures for Work-Study programs to ensure students are appropriately supervised and supported.	Lois Williams, Chuck Williams	First phase implemented: areas hiring students receive letters of inquiry from students and conduct hiring interviews, thereby making the process more realistic. Second phase in progress: evaluating to ensure work being done and documented appropriately. Plan for 2014-15 is to have departmental budgets for work study and departments will be held accountable for charges. Recommendation is to convert “Catawba” work study (not Federal) to grant awarding.
	Annual Budget	

5.3.D Develop and implement as appropriate “Year End Budget” items to utilize savings for one-time improvement projects.	Brien Lewis, Chuck Williams	Developed list of potential projects, especially those not able to be funded through the “Improvements Fund”. This list will be addressed through year-end savings or as capital projects as feasible.
	Capital Budget	

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

<i>2013-14 Plans</i>	<i>Responsible</i>	<i>Notes</i>
	<i>Resources</i>	
5.4.A Complete plans for Comprehensive Fundraising Campaign, initiate and complete silent phase, and prepare for launch of public phase.	Brien Lewis, Rex Otey	The complex task of creating a comprehensive Annual Fundraising Campaign and calendar is nearly complete.  <i>[See detailed report]</i>
	Annual Budget and restricted gift	
5.4.B Continue to reduce annual unrestricted fundraising target by \$500,000 per year.	Rex Otey	Initial plan for the 2014-15 budget is to maintain a \$1.5million annual fund target, potentially to be reduced if additional revenues are generated by the College.
	Annual Budget	

5.4.C Develop programs to enhance Young Alumni giving.	Rex Otey	Though plans continue to be in development to create a number of programming options for our ‘Young’ or ‘Recent’ graduates, limited staffing has forced a slower ramp up than initial thinking. Development team is meeting in June to map out programmatic elements and strategy. <i>[See detailed report]</i>
	N/A	
5.4.D Develop Parent Relations program to enhance engagement.	Rex Otey	Though plans continue to be in development to create a number of programming options for our Parent Relations, limited staffing has forced a slower ramp up than initial thinking. Additionally as a team we have agreed we want to make sure this objective is a sincere and worthy endeavor for parents. Development team is meeting in June to map out strategy. <i>[See detailed report]</i>
	N/A	
5.4.E Develop additional capacities for use of database technology and related resources to improve donor communications and stewardship.	Rex Otey	Secured funding from generous campaign gift to fund this Development tool. Decided to pursue Blackbaud as more appropriate tool for us in the end (initially Reeher was most attractive due to its “Higher Ed only” model); AND Blackbaud will in the end be about 15% of the cost of Reeher. Working to secure a Banner contractor summer 2014 to help implement Blackbaud products, clean up 3year long list of tech and programming needs. Delivered Giving Statement to our top contributors January 2014 (\$500 donors and up). Work nearly complete on Catawba’s first “Endowment Statement” which should be delivered to all constituents with endowment accounts by late July.
	Restricted donor gift	

## 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.

<i>2013-14 Plans</i>	<i>Responsible</i>	<i>Notes</i>
	<i>Resources</i>	
6.1.A Complete data analysis for state, regional, and national peer and aspirant institutions; Establish benchmark targets for a multi-phase plan for each faculty and staff member.	Brien Lewis, Salary Study Committee	Data analysis completed including comparative data from: North Carolina Independent Colleges & Universities (NCICU); College and University Professional Association for Human Resources (CUPA-HR) for both national comparisons and private colleges in the South; Integrated Postsecondary Education Data System (IPEDS) for comparisons to institutions in the South Atlantic Conference, North Carolina private institutions, and institutions on a list of aspirant colleges and universities.  Used data to assess gaps and targets to each individual position at Catawba and to calculate annualized costs of steps towards each target.  Initial steps at addressing gaps focused on situations related to gender equity and remedying situations where promotions and/or faculty tenure did not receive corresponding increases in compensation.
	Annual Budget	

6.1.B Based on available resources as determined by enrollment growth, develop and implement plan to increase retirement match and/or salaries on or after November 1.	Brien Lewis, Chuck Williams, Larry Farmer	Budget for 2013-14 including 2% salary increase for full-time faculty and staff effective 11/1/13 adopted unanimously by the Board of Trustees at the October 2013 meeting. Salary increase implemented on effective date.
	Annual Budget [bonus from restricted donor gift]	A one-time bonus of \$1,000 for each full-time employee was funded by a generous donor and awarded in April 2014.

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

<i>2013-14 Plans</i>	<i>Responsible</i>	<i>Notes</i>
	<i>Resources</i>	
6.2.A Create and support professional development programs and opportunities for faculty and staff, particularly related to technology, pedagogy, and orientation to Catawba.	Michael Bitzer, Bridgette Gibbs	For faculty: two resources are being reviewed by APA & GEAR committee chairs regarding assessment techniques for faculty to utilized. Preliminary outreach to a leading expert on classroom assessment techniques has been made: tentative plans are to purchase copies of new edition & host the expert on campus in August 2014 as a faculty development retreat.  Utilizing earnings from the Jenkins Endowment, 30 faculty received nearly \$30,900 in total professional development funding; in AY12-13, 20 faculty received a total of a little over \$9,000 in professional development funding.
	Annual Budget and Jenkins Endowment	

6.2.B Create and support wellness programs for students, faculty, and staff with special emphases on encouraging and supporting reduced substance abuse.	Ben Smith, Emily Schneider, Wellness Committee	“Great Smoke Out” Month Nov 2013; Fall Fitness Program Sept-Oct 2013; Octoberfest Alcohol Awareness Week Oct 2013; Enhanced intramural program to allow faculty staff participation Spring 2014; Spring into Shape fitness program Feb-Apr; Drunk and Impaired Driving exercises Spring; Health Fair February 2014; Step Challenge for Faculty/Staff Mar-Apr 2014 <i>[See detailed report]</i>
	Annual Budget and donor restricted gifts	
6.2.C Reinstitute “Years of Service” recognition and create new category of awards for service to the College and/or the community.	Brien Lewis	“Years of Service” recognition reinstated and recipients honored at End-of-Year Faculty-Staff Luncheon. Recipients who were not honored in the years while these recognitions were suspended were also acknowledged at this event.  New service award created honoring work in the community; presented at Awards Convocation to Dr. Lyn Boulter.
	Annual Budget (regular awards) and Improvements Fund (overdue awards)	
6.2.D Implement a “College Coffee” campus-wide social event at a common time.	Brien Lewis	Sponsor secured for this series of events. Will implement in fall 2014.
	N/A [Future funding from sponsor for events]	
6.2.E Finalize revisions to Employee Handbook and communicate employment policies to all employees; Conduct training and orientation as needed.	Brien Lewis, Chuck Williams, Larry Farmer	Draft Employee Handbook will be shared with Board of Trustees for their review and final approval.  Anticipated action by Board in fall 2014 to be followed by circulation of information to the campus community.  Training and orientation as needed to be determined upon final approval by the Board.
	Annual Budget	

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

<i>2013-14 Plans</i>	<i>Responsible</i>	<i>Notes</i>
<p>6.3.A Explore opportunities to establish a location and College presence in downtown Salisbury.</p>	<p>Brien Lewis</p>	<p>Storefront space in the Plaza building on West Innes Street near the intersection of Main Street in downtown Salisbury officially opened April 8. Plans established with the Chamber for Sept. 2 ribbon-cutting.</p> <p>Storefront has admissions materials and information; tickets for and materials related to athletic, theatre, and music events; performance/presentation capabilities; and merchandise such as t-shirts, sweatshirts, etc.</p>
	<p>Improvements Fund</p>	<p>Two successful Friday Night Out events completed on April 18 and May 9. Two part-time student hires are on board for summer staffing of the space, Tues.-Thurs. 11 a.m. to 2 p.m., and special nights/days out. Will be open for Aug. 15 Friday Night Out featuring our football team and Sept. 5 Friday Night Out to feature Poetry Readings and book launch for Dr. Janice Fuller and busking by Shaun Cammack.</p>

6.3.B Explore opportunities to expand and enhance collaborations with local and regional educational institutions.	Brien Lewis	Collaboration teams designated with Livingstone College to explore opportunities for mutual benefit. Quarterly progress meetings underway.
	Annual Budget	Established quarterly breakfast meetings with chief executives of local education institutions.  Brien Lewis now serving on several local Boards of Directors related to education. <b>[See detailed report]</b>
6.3.C Explore ways to create and sustain stronger ties with opportunities in Charlotte, Greensboro and Winston-Salem.	Brien Lewis	Dr. Ben Peeler of Levine Hospital in Charlotte recruited to join Board of Trustees.  Marketing efforts in Charlotte increased with package of spots on WFAE.
	Annual Budget	Increasing attendance at/participation in events in Charlotte such as National Philanthropy Day and programs at the Foundation for the Carolinas.  Need to explore other opportunities in Charlotte, Greensboro and Winston-Salem for service on boards, networking, and general presence.

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

<b>2013-14 Plans</b>	<b>Responsible</b>	<b>Notes</b>
	<b>Resources</b>	
6.4.A Enhance capabilities of and use of alumni tracking for assessment, stewardship, and opportunities for current students.	Margaret Faust, Barry Sang, Tim Kennedy	Scheduled to meet during the first of June to plan and develop dashboard and data strategies addressing, in part, this annual plan item.
	N/A [Future funding from restricted donor gift]	Implementation of Blackbaud program will help identify and connect more 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.

<i>2013-14 Plans</i>	<i>Responsible</i>	<i>Notes</i>
	<i>Resources</i>	
6.5.A Conduct discussion among students, faculty, staff, alumni and other constituents to determine whether to pursue University status based on the Criteria adopted by the Board of Trustees.	Brien Lewis	A series of seven forums on the draft Strategic Plan took place in September on campus at different times of the day and the evening to encourage participation and feedback. There was discussion on the issue of “College vs. University” designation at several of these events.  The general consensus at this stage seems to be that the criteria adopted by the Board of Trustees are appropriate and that the conversations on this topic should continue as we make progress on reaching the objectives or milestones set forth in the criteria.
	N/A	