



Catawba Annual Plan 2014-15

8/13/2014

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.

Vision Statement

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

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

Goal Areas

*Catawba College will move toward the realization of its vision by accomplishing specific items within broad areas of focus. Each goal area will be accompanied by a set of **Objectives**, which represent key issues affecting Catawba College's ability to achieve the goal.*

*The President of Catawba College, in consultation with the governance structure and members of the College team, will develop an annual **Plan** to accomplish each objective, including designating the appropriate person(s) responsible for each objective as well as appropriate timelines and measurements for each objective.*

Goal Area 1. Admission and Retention

Whereas strong enrollment is key to the health and viability of a tuition dependent institution, Catawba will...

Goal Area 2. Academic Initiatives

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

Goal Area 3. Campus and Facility Excellence

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

Goal Area 4. Student Centeredness

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

Goal Area 5. Financial Focus

Whereas financial strength is essential for the sustainable development of the institution, Catawba will...

Goal Area 6. People and Place

Whereas an institution is about its people and its place, Catawba will...

Objectives

1. ADMISSION AND RETENTION

Whereas strong enrollment is key to the health and viability of a tuition dependent institution, Catawba will:

- 1.1 Develop and implement recruitment strategies to increase freshman and transfer enrollment by at least 40 students per year.
- 1.2 Re-emphasize and re-envision the School of Evening Studies and double its enrollment to 500.
- 1.3 Develop and fund strategies to increase freshman to sophomore retention to 80% and increase the six-year graduation rate to 60%.

2. ACADEMIC INITIATIVES

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

- 2.1 Enhance current degree programs.
- 2.2 Strengthen and initiate 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.

2014-15 Plans	Responsible/ Target Date(s)/Resources	Notes
1.1.1 Continue to market and evaluate SAT/ACT optional policy, gather and assess data on applicants and students utilizing the option.	Cindy Barr, Michael Bitzer March 2015	
	Annual Budget	
1.1.2 Review scoring and ranking metrics for US News, Princeton Review, and Forbes and set 2015-16 targets accordingly.	Brien Lewis October 2014	
	N/A	

1.1.3.A Complete implementation of new website to ensure more attractive platform and easier navigation; Review analytics for first year of use.	Cindy Barr, Tonia Black-Gold, Maegan Worley April 2015	
	Annual Budget	
1.1.3.B Enhance capabilities for potential transfer students to easily assess transferability of their courses.	Cindy Barr, Tonia Black-Gold November 2014	
	Annual Budget	
1.1.4.A Complete implementation of Recruiter software package to enhance individualized attention for prospective students and track initial results.	Cindy Barr, Joanna Jasper October 2014	
	Improvements Fund	

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.

2014-15 Plans	Responsible/ Target Date(s)/Resources	Notes
1.2.1.A Set targets for enrollment growth at CPCC site and address staffing needs accordingly.	Michael Bitzer, Jim Stringfield, Jeff Bowe January 2015	
	Annual Budget	
1.2.2.A Create 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. Prepare implementation for AY15-16.	Michael Bitzer, Jeff Bowe, Curriculum and Instructional Support committees March 2015	
	Annual Budget	
1.2.2.B Explore potential new programs and curricula that respond to emerging needs in adult education markets.	Michael Bitzer, Jeff Bowe March 2015	
	Annual Budget	
1.2.3.A Implement initial elements of comprehensive marketing plan including prospect identification and media presence in selected markets.	Cindy Barr, Tonia Black-Gold, Jeff Bowe November 2014	
	TBD	

1.3 Develop and fund strategies to increase freshman to sophomore retention to at least 80% and increase the six-year graduation rate to at least 60%.

<i>2014-15 Plans</i>	<i>Responsible/Target Date(s)/ Resources</i>	<i>Notes</i>
1.3.A Refine and enhance usage of alert system by faculty and coaches to maximize its effectiveness.	Ben Smith, Michael Bitzer, Andie Lynch, Larry Leckonby September 2014	
	N/A	
1.3.B Implement plans to provide mandatory Summer Orientation programs	Ben Smith, Sheila Brownlow, Ken Clapp, Andie Lynch Summer 2014	
	Annual Budget	
1.3.C Assess and evaluate conditionally admitted students and their results year-to-year.	Sheila Brownlow, Andie Lynch February 2015	
	Annual Budget	
1.3.D Expand participation in courses supported by Supplemental Instruction program; identify supported courses in advance for registration.	Ben Smith, Michael Bitzer, Andie Lynch, Kelly Heinemann October 2014	
	Annual Budget	

1.3.E Analyze event Campus Awareness Day (including Convocation) during the end of August 2014 Orientation and make changes accordingly.	Andie Lynch, Sheila Brownlow, Ben Smith, Jan Gillean September 2014	
	Annual Budget	
1.3.F Goal of 45% in peak hours reached for AY14-15 General Education seat offerings; continue 45% goal in peak hours for AY15-16 General Education seat offerings.	Michael Bitzer February 2015	
	N/A	
1.3.G Ensure Coaches utilize access to student-athletes' grades and monitor progress reports.	Larry Leckonby, Carol Gamble, Andie Lynch, Joanna Jasper September 2014	
	N/A	
1.3.H Increase number of participants in summer Catawba Advantage Workshop (for students transitioning to college-level work) by 25%.	Ben Smith, Andie Lynch, Sheila Brownlow Summer 2014	
	Annual Budget	

2 ACADEMIC INITIATIVES

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

2.1 Enhance current degree programs.

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

<i>2014-15 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Notes</i>
2.1.1.A Successfully complete SACS-COC Compliance Certification Report and site visit.	Michael Bitzer, Barry Sang February 2015	
	Annual Budget	
2.1.1.B Successfully complete SACS Quality Enhancement Plan and its review by SACS site team.	Michael Bitzer, Barry Sang February 2015	
	Annual Budget	

<p>2.1.1.C Continue development and begin implementation of valid and reliable assessment instruments for all activities tied directly to learning goals, outcomes and competencies.</p>	<p>Michael Bitzer, Barry Sang October 2014 Annual Budget</p>	
<p>2.1.1.D Evaluate pursuit of selected accreditations by Ketter School of Business for ACBSP.</p>	<p>Michael Bitzer, Pam Thompson April 2015 N/A</p>	
<p>2.1.1.E Hire Information Services Librarian & Instruction Coordinator; Hire Instructional Technology Librarian</p>	<p>Michael Bitzer, Steve McKinzie, Joanna Jasper, Erin Wood December 2014 TBD</p>	
<p>2.1.2 Infuse White Paper on Institutional Philosophy on Education's elements by: 1. Having all departments review their majors and seeking revisions to align more with the White Paper in their learning outcomes and objectives; 2. Requiring any new majors or programs to identify to the faculty how the program uses the White Paper principles.</p>	<p>Michael Bitzer April 2015 Annual Budget</p>	

<p>2.1.3 Implement first phase of strategic plan for enhancing Honors Program by:</p> <ol style="list-style-type: none"> 1. Establishing Hurley as Honors Residence Hall. 2. Enhancing marketing. 3. Enhancing co-curricular opportunities and student leadership of program. 4. Researching graduation requirements of aspirant Honors programs. 	<p>Michael Bitzer, Maria Vandergriff-Avery May 2015</p>	
	<p>Annual Budget/ Donor Funds</p>	
<p>2.1.4 Implement first phase of plan for enhancing and expanding Catawba's presence at the North Carolina Research Campus in Kannapolis by:</p> <ol style="list-style-type: none"> 1. Continuing to support 5 student interns during the 2014 summer 2. Consider opportunities with the nursing program and exercise science and collaborations with NCRC. 	<p>Michael Bitzer May 2015</p>	
	<p>Annual Budget/ Donor Funds</p>	
<p>2.1.6.A Complete review by attorneys of tenure process, working with FTPC and full faculty.</p>	<p>Michael Bitzer August 2014</p>	
	<p>Annual Budget</p>	
<p>2.1.6.B Submit final draft of Faculty Handbook to faculty for vote by December, 2014; Submit recommended version of Faculty Handbook to Board of Trustees in February, 2015.</p>	<p>Michael Bitzer February 2015</p>	
	<p>N/A</p>	
<p>2.1.6.C Expand and enhance program of orientation for faculty new to Catawba. Prepare new orientation sessions in anticipation of several new faculty hires for AY15-16.</p>	<p>Michael Bitzer May 2015</p>	
	<p>Annual Budget</p>	

2.1.6.D Explore the establishment of a Center for Advanced Teaching & Understanding (CATU) for housing a Center for Learning Technology, along with other pedagogy development opportunities and instructional support (Writing Center, Math Center, other aspects)	Michael Bitzer, Joanna Jasper, Instructional Support Committee March 2015	
	TBD	
2.1.6.E Develop and implement schedule of faculty searches and hires.	Michael Bitzer November 2014	
	Annual Budget/TBD	
2.1.6.F Review current visiting assistant professors and decide on conversion to tenure track or posting searches.	Michael Bitzer November 2014	
	Annual Budget/TBD	
2.1.7.A Continue goal of 45% of General Education seats in 'peak-hours' when departments submit course schedules for AY15-16.	Michael Bitzer February 2015	
	Annual Budget	
2.1.7.B Make preparations for implementation of a new academic calendar model, potentially in academic year 2015-16 or 2016-17.	Michael Bitzer, Ben Smith, Larry Leckonby May 2015	
	TBD	

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.

2014-15 Plans	Responsible/ Target Date(s)/Resources	Notes
2.2.1.A Review, in consultation with new Pam Thompson, feasibility of master's in accounting program for implementation in 2015-16.	Michael Bitzer, Pam Thompson January 2015	
	TBD	
2.2.1.B Develop undergraduate and/or graduate degree program in entrepreneurship for implementation in 2015-16.	Michael Bitzer, Pam Thompson January 2015	
	TBD	
2.2.1.C Develop undergraduate degree and/or certificate program in non-profit management for implementation in 2016-17.	Michael Bitzer, Pam Thompson January 2015	
	TBD	
2.2.1.D Develop undergraduate degree program in health care management for implementation in 2016-17.	Michael Bitzer, Pam Thompson, Nursing Director May 2015	
	TBD	

2.2.2.A Implement undergraduate concentration in Sports Communication, recruit first cohort and search for new personnel.	Michael Bitzer December 2014	
	Annual Budget/TBD	
2.2.2.B Implement concentration in Worship Music; search for new faculty in music to support the concentration.	Michael Bitzer December 2014	
	Annual Budget/TBD	
2.2.2.C Continue to develop potential partnership with Ken Caillat and colleagues to create Landmark Academy as a post-graduate certificate opportunity for popular music students.	Brien Lewis, Michael Bitzer, David Fish January 2015	
	Annual Budget/ Donor Funds	
2.2.3.A Complete hiring of Nursing director and faculty member who will develop curriculum and seek accreditation.	Michael Bitzer January 2015	
	Donor Funds	
2.2.3.B Develop curriculum and seek formal approvals for the RN to BSN program; recruit first cohort upon approvals.	Michael Bitzer, Nursing Director June 2015	
	Donor Funds	
2.2.3.C Complete 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 February 2015	
	Annual Budget	

2.2.4.A Continue to explore appropriate graduate programs to consider for future development.	Michael Bitzer May 2015	
	Annual Budget	

2.3 Strengthen the Experiential Education Initiative by expanding opportunities to develop sustainability, diversity, and citizenship.

2.3.1 Expand and enhance opportunities for Service Learning programs and experiences.
2.3.2 Expand and enhance opportunities for International programs and experiences.
2.3.3 Expand and enhance opportunities for Leadership programs and experiences.
2.3.4 Expand and enhance opportunities for students to capture and present their experiential education credentials.

2014-15 Plans	Responsible/ Target Date(s)/Resources	Notes
2.3.1 Explore ways to track existing service learning activities and add additional opportunities reflecting citizenship, diversity, and sustainability.	Michael Bitzer, Steve Coggin April 2015	
	Annual Budget/TBD	
2.3.2.A Secure location for International Center director and assistant to director; establish International Center Advisory Board; finalize Faculty Handbook for International Experiences.	Michael Bitzer December 2014	
	Annual Budget/ Donor Funds	
2.3.2.B Finalize possible exchange agreements and consortia and explore additional opportunities.	Michael Bitzer, Kurt Corriher December 2014	
	Annual Budget	

2.3.2.C Determine new and/or enhanced opportunities for international trips and programs created by revisions to the Academic Calendar.	Michael Bitzer May 2015	
	N/A	
2.3.2.D Complete move into new space identified for the Ketner International Center.	Michael Bitzer, Eric Nianouris June 2015	
	TBD	
2.3.2.E 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, Kurt Corriher, Michael Wilson, International Center Advisory Board March 2015	
	N/A	
2.3.3 Review recommendations from Task Force on Leadership Studies and determine next steps to create program based on national best practices and that embodies Catawba’s core values.	Michael Bitzer, Ken Clapp February 2015	
	TBD	
2.3.4 Select and begin to develop method for best representing a student’s experiential education and credentials; explore use of Banner system.	Michael Bitzer, Joanna Jasper, Ben Smith May 2015	
	TBD	

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

<i>2014-15 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Notes</i>
2.4.A Identify funding and complete installation in all remaining 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 June 2015	
	TBD	
2.4.B Implement next phase of plan for interactive whiteboard technology or interactive projectors in all classrooms.	Michael Bitzer, Joanna Jasper, Erin Wood June 2015	
	TBD	
2.4.C Update implementation schedule once funding amounts/timing determined. Implement next phase of schedule to upgrade “The Standard” technology in all equipped classrooms.	Michael Bitzer, Joanna Jasper, Erin Wood June 2015	
	TBD	

2.4.D Budget for and hire Center for Learning Technology (CLT) Director to begin the process of providing support for the integration of technology in teaching and learning, while promoting enhanced student learning via effective use of instructional technology. <i>(Note: This position will report to the CIO and the Provost.)</i>	Michael Bitzer, Joanna Jasper, Erin Wood January 2015	
	TBD	
2.4.E Continue pilots and faculty sharing re digital course materials, and personalized and adaptive learning environments.	Michael Bitzer, Joanna Jasper, Erin Wood May 2015	
	Annual Budget	
2.4.F Complete and fine-tune classroom wireless installation.	Joanna Jasper, Erin Wood June 2015	
	Annual Budget	
2.4.G Entrust management of faculty development funds to Instructional Support Committee (ISC) with a standardized, accessible, and transparent process.	Michael Bitzer, Instructional Support Committee November 2014	
	Annual Budget/ Donor Funds	

<p>2.4.H Once CLT Director position is filled (see 2.4.D), conduct search depending on available resources to fill new position of Instructional Technology Librarian. <i>(Note: This position will report to the CLT director and the Library director.)</i></p>	<p>Michael Bitzer, Steve McKinzie Joanna Jasper, Erin Wood March 2015</p>	
	<p>TBD</p>	
<p>2.4.I Continue faculty/staff training initiatives related to Office 2013 and Office 365.</p>	<p>Michael Bitzer, Joanna Jasper, Erin Wood December 2014</p>	
	<p>Annual Budget</p>	
<p>2.4.J Procure funding and begin replacing the equipment and software in campus computer labs with more powerful and current components.</p>	<p>Joanna Jasper August 2015</p>	
	<p>TBD</p>	
<p>2.4.K Via the NCICU agreement, provide SAS data analytics software and training to faculty and students. Endeavor to convert SPSS faculty to SAS to reduce licensing costs and help fund other learning technology initiatives.</p>	<p>Michael Bitzer, Joanna Jasper January 2015</p>	
	<p>Annual Budget</p>	
<p>2.4.L Examine uses and needs for Adobe products to address upcoming changes in licensing and increased costs.</p>	<p>Michael Bitzer, Joanna Jasper March 2015</p>	
	<p>TBD</p>	

3 CAMPUS AND FACILITY EXCELLENCE

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

3.1 Implement the Campus Master Plan.

<i>2014-15 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Notes</i>
3.1.A Implement priority items from Campus Master Plan for as designated for implementation in 2014-15.	Brien Lewis, Campus Master Plan Steering Committee November 2014	
	TBD/Donor Funds	
3.1.B Include priority items from Campus Master Plan in Comprehensive Fundraising Campaign.	Brien Lewis, Campaign Steering Committee September 2014	
	N/A	
3.1.C Finalize landscaping and tree maintenance plans and priorities informed by the Campus Master Plan.	Brien Lewis, Chuck Williams, Eric Nianouris November 2014	
	TBD	

3.1.D Continue to explore opportunities to acquire properties adjacent to campus	Brien Lewis, Chuck Williams May 2015	
	TBD	
3.1.E Undertake first phase of work to transform area between Hedrick Administration Building and Cannon Student Center into a true “heart of campus” by developing plans and specific cost estimates.	Brien Lewis, Chuck Williams, Eric Nianouris November 2014	
	Donor Funds	
3.1.F Revisit designs for refurbishment of Newman Park baseball facility and explore possible funding.	Brien Lewis, Chuck Williams, Eric Nianouris, Larry Leckonby September 2014	
	Donor Funds/TBD	

3.2 Implement an annual repair and renovation program.

<i>2014-15 Plans</i>	<i>Responsible/Target Date(s)/Resources</i>	<i>Notes</i>
3.2.A Renovate and refurbish Stanback Residence Hall.	Chuck Williams, Eric Nianouris, Ben Smith August 2014	
	Donor Funds	

3.2.B Complete plans for renovation and refurbishment of Barger-Zartman Residence Hall and Heath Hill House.	Chuck Williams, Eric Nianouris, Ben Smith November 2014	
	Donor Funds	

3.3 Develop and implement policies and procedures re: sustainability.

<i>2014-15 Plans</i>	<i>Responsible/Target Date(s)/Resources</i>	<i>Notes</i>
3.3.A Finalize comprehensive Sustainability Plan and begin to implement its policies and procedures.	Brien Lewis, John Wear October 2014	
	Annual Budget/ Donor Funds	
3.3.B Complete second round of project solicitation, funding, and implementation through the Green Revolving Fund; Begin gathering data on results and impacts.	Brien Lewis, John Wear March 2015	
	Donor Funds	
3.3.C Explore and, if possible, implement solar energy and related installations to reduce energy and water usage and costs.	Brien Lewis, John Wear, Eric Nianouris, Chuck Williams December 2014	
	Donor Funds/TBD	

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

<i>2014-15 Plans</i>	<i>Responsible/Target Date(s)/Resources</i>	<i>Notes</i>
3.4.A Finalize a comprehensive Public Art Plan and begin implementing policies and procedures to integrate public art on campus, including internal and external sites and temporary and permanent installations.	Brien Lewis, Eric Nianouris, Tracy Mackay-Ratliff January 2015	
	Donor Funds	
3.4.B Informed by the Campus Master Plan and the Public Art Plan determine locations for (and ways to support) Public Art on campus.	Brien Lewis, Eric Nianouris, Rex Otey January 2015	
	TBD	

4 STUDENT CENTEREDNESS

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

4.1 Provide new and enhanced housing options.

<i>2014-15 Plans</i>	<i>Responsible/Target Date(s)/ Resources</i>	<i>Notes</i>
4.1.A Renovate and refurbish Stanback Residence Hall.	Chuck Williams, Eric Nianouris, Ben Smith, Kara Ostlund August 2014	Same as 3.2.A
	Donor Funds	
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 November 2014	Same as 3.2.B
	Donor Funds	

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

<i>2014-15 Plans</i>	<i>Responsible/Target Date(s)/Resources</i>	<i>Notes</i>
4.2.A Informed by Campus Master Plan, develop detailed plans for improving and enhancing spaces within the Cannon Student Center including: Fitness Center, Dining, Leonard Lounge, and Welcome/Information Desk.	Ben Smith, Jan Gillean, Eric Nianouris, Chuck Williams, Emily Schneider, Jason Ritter January 2015	
	TBD	

4.3 Enhance student recreational facilities and programs.

<i>2014-15 Plans</i>	<i>Responsible/Target Date(s)/Resources</i>	<i>Notes</i>
4.3.A Informed by Campus Master Plan, develop plans for improved and enhanced outdoor and indoor recreational playing facilities.	Ben Smith, Eric Nianouris, Emily Schneider, Larry Leckonby February 2015	
	TBD	

4.4 Enhance student engagement and academic support services and facilities.

<i>2014-15 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Notes</i>
<p>4.4.A Prepare and occupy space for academic and student support services including tutoring and testing.</p>	<p>Ben Smith, Michael Bitzer, Eric Nianouris, Andie Lynch January 2015</p>	
	<p>TBD</p>	
<p>4.4.B Continue to develop and support additional opportunities for faculty, staff, and students to share and celebrate their scholarship and other accomplishments, highlight and formalize these opportunities.</p>	<p>Ben Smith, Michael Bitzer, Robin Perry, Connie Lowery, Andie Lynch April 2015</p>	
	<p>Annual Budget/TBD</p>	

4.5 Enhance student career support services and programs.

<i>2014-15 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Notes</i>
4.5.A Identify and support specific opportunities for including Career Services in First Year Experience programs and the QEP.	Robin Perry, Michael Bitzer, Sheila Brownlow September 2014	
	TBD	

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.

<i>2014-15 Plans</i>	<i>Responsible/Target Date(s)/Resources</i>	<i>Notes</i>
4.6.A Establish Task Force with charge to develop specific recommendations for an Intercollegiate Athletics Strategic Plan.	Brien Lewis, Larry Leckonby March 2015	
	Annual Budget	

5. FINANCIAL FOCUS

Whereas financial strength is essential for the sustainable development of the institution, Catawba will...

5.1 Ensure policies and practices maintain stable and sustainable funding for current and future debt service.

<i>2014-15 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Notes</i>
5.1.A Continue to seek private support for debt reduction as part of the Comprehensive Fundraising Campaign.	Brien Lewis, Rex Otey May 2015	
	Donor Funds	
5.1.B Continue to meet Department of Education financial ratios and all bank covenants related to debt financing.	Chuck Williams May 2015	
	Annual Budget/TBD	
5.1.C Continue to reduce endowment spending percentage by one-half point annually to reach target of 4% spending rate.	Chuck Williams May 2015	
	Annual Budget	
5.1.D Continue to review endowment spending policies per UPMIFA statute and apply sliding scale on underwater funds.	Chuck Williams May 2015	
	Annual Budget	

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

<i>2014-15 Plans</i>	<i>Responsible/Target Date(s)/Resources</i>	<i>Notes</i>
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 2015-16 by October 2014 Board of Trustees meeting.	Brien Lewis, Cindy Barr, Chuck Williams, Ben Smith. September 2014	
	N/A	

5.3 Use funds from enrollment growth, from stronger retention and from increased net revenue to plan and implement an annual budget that sustains the College's strengths and enables enhancements.

<i>2014-15 Plans</i>	<i>Responsible/Target Date(s)/Resources</i>	<i>Notes</i>
5.3.A Maintain balanced budget with priority list for use of any new annualized revenues.	Brien Lewis, Chuck Williams October 2014	
	Annual Budget	
5.3.B Communicate new purchasing policies to all employees; conduct training and orientation as needed.	Brien Lewis, Chuck Williams December 2014	
	Annual Budget	

5.3.C Implement and assess revised policies and procedures for Work-Study programs to ensure students are appropriately supervised and supported.	Cindy Barr, Chuck Williams December 2014	
	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 May 2015	
	Annual Budget	

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

<i>2014-15 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Notes</i>
5.4.A Complete plans for Comprehensive Fundraising Campaign and launch public phase.	Brien Lewis, Rex Otey October 2014	
	Annual Budget/ Donor Funds	
5.4.B Implement programs to enhance giving by recent alumni.	Rex Otey January 2015	
	Annual Budget/ Donor Funds	
5.4.C Implement Parent Relations program to enhance engagement.	Rex Otey January 2015	
	Annual Budget/ Donor Funds	

5.4.D Implement additional capacities for use of database technology and related resources to improve donor communications and stewardship.	Rex Otey September 2014	
	Annual Budget/ Donor Funds	

6 PEOPLE AND PLACE

Whereas an institution is about its people and its place, Catawba will...:

6.1 Implement a comprehensive compensation plan that lifts Catawba into a leadership position compared to peer institutions.

<i>2014-15 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Notes</i>
6.1.A Using data analysis completed 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 October 2014	
	N/A	
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 October 2014	
	Annual Budget/TBD	

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

<i>2014-15 Plans</i>	<i>Responsible/Target Date(s)/Resources</i>	<i>Notes</i>
6.2.A.1 Continue to create and support professional development programs and opportunities for faculty and staff, with focus on attending professional conferences, skill enhancement, and orientation to Catawba.	Cabinet Officers, Bridgette Gibbs, Rodney Rymer April 2015	
	Annual Budget	
6.2.A.2 Explore the establishment of a Center for Advanced Teaching & Understanding (CATU) for housing a Center for Learning Technology, along with other pedagogical development opportunities and instructional support (Writing Center, Math Center, other aspects).	Michael Bitzer, Erin Wood, Joanna Jasper January 2015	
	TBD	
6.2.B Continue to 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 November 2014	
	Annual Budget/ Donor Funds	
6.2.C Develop a proposal for a "Founder's Day" that would engage the campus community in thinking about and acting on the mission of the College from the perspective of the faith tradition which in turn drives the emphasis upon service and caring.	Brien Lewis January 2015	
	N/A	

6.2.D Implement a “College Coffee” campus-wide social event at a common time.	Brien Lewis August 2014	
	Donor Funds	
6.2.E Implement revisions to Employee Handbook and communicate employment policies to all employees; Conduct training and orientation as needed.	Brien Lewis, Chuck Williams, Larry Farmer February 2015	
	Annual Budget	

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

<i>2014-15 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Notes</i>
6.3.A Expand programming (such as “lunch and learn”) and other opportunities at Downtown Catawba location in Salisbury.	Brien Lewis, Tonia Black-Gold, Cindy Barr August 2014	
	Improvements Fund	
6.3.B Implement opportunities to expand and enhance collaborations with local and regional educational institutions.	Brien Lewis December 2014	
	Annual Budget/TBD	
6.3.C Continue to explore ways to create and sustain stronger ties with opportunities in Charlotte, Greensboro and Winston-Salem.	Brien Lewis, Tonia Black-Gold December 2014	
	Annual Budget/TBD	

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

<i>2014-15 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Notes</i>
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 January 2015	
	Annual Budget/ Donor Funds	

6.5: Conduct a comprehensive discussion with all constituencies, informed by the Values, Goals, and Objectives of the Strategic Plan, to help Catawba decide its place as a College or University.

<i>2014-15 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Notes</i>
6.5.A Continue discussions about (and monitor progress towards) criteria for pursuing University status endorsed by the Board of Trustees.	Brien Lewis May 2015	
	N/A	