



Catawba Annual Plan 2014-15
End of Year Progress Report

Values

[The essential and enduring principles that guide The College]

- Scholarship.
- Character.
- Culture.
- Service.

Mission Statement

[The College's reason for being; a consistent identity that transcends all changes related to its relevant environment.]

Catawba College is committed to providing students an education rich in personal attention that blends the knowledge and competencies of liberal studies with career preparation.

Catawba College draws strength from Judeo-Christian values, sustains a dynamic community of learners and seeks to unite a diverse population of students, faculty and staff as active co-participants in scholarship and service. Catawba College prepares students to reach their highest potential while becoming responsible citizens with a zeal to enrich human life.

Vision Statement

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

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

Goal Areas

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

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

Goal Area 1. Admission and Retention

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

Goal Area 2. Academic Initiatives

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

Goal Area 3. Campus and Facility Excellence

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

Goal Area 4. Student Centeredness

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

Goal Area 5. Financial Focus

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

Goal Area 6. People and Place

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

Objectives

1. ADMISSION AND RETENTION

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

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

2. ACADEMIC INITIATIVES

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

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

<i>2014-15 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Progress Report</i>
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	The minimum GPA to apply test optional was increased from a 3.25 to a 3.5 for the 2015-2016 recruiting year. Assessment of Test Optional (TO) program is ongoing (5/11/15), but preliminary data suggests TO students perform as well or better than student who apply with SAT or ACT scores. Admissions recommends that we fully commit to the TO admissions program and no longer treat it as a “pilot.” This will allow for a more robust marketing campaign and better integration into admissions strategy. Early indicators for the fall 2015 Freshman class suggest that increasing the GPA threshold for TO to 3.5 may have been premature. Strongly recommend a return to the 3.25 GPA threshold for participation in TO for the 2016-2017 recruiting year.

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	To be completed for review by Board of Trustees in June 2015.
	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.	Tonia Black-Gold, Maegan Worley April 2015	Review undertaken of website analytics and how we might further enhance the Admissions and Financial Aid pages on the institutional website. New work that will be done for Admissions by TWG in the '15-16 academic year will give us additional tools to help us track traffic patterns and visitors to our site and its various pages. The new website marked its one-year anniversary in April of 2015 and overall response has been positive. PR requested some additional budget allocations to address website maintenance issues and upgrades as needed in the '15-'16 budget.
	Annual Budget	
1.1.3.B Enhance capabilities for potential transfer students to easily assess transferability of their courses.	Cindy Barr November 2014	Benchmarking with other institutions to determine how best to present the new general studies requirements and new list of equivalencies with NC Community Colleges.
	Annual Budget	<p>The NC community college system has proposed a new Articulation Agreement for NCICU schools which has some problematic elements for schools such as ours. This project has been put on hold until this agreement is finalized and Catawba's position as a signatory institution is established or not.</p> <p>Through reorganization of the admissions office, established a Transfer Coordinator.</p>

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	Recruiter is fully implemented in the day program. Spring 2015 and Fall 2015 recruiting were completed using Recruiter.
	Improvements Fund	<p>The Admissions Office has achieved functionality in Recruiter. While there is still much to learn, we are realizing many of the benefits of this CRM and have adapted processes and practices to better utilize this system.</p> <ul style="list-style-type: none"> • Web portal that allows students to apply online and see the status of their application and their merit award is complete • Communication campaigns are running • 2-way integration between Banner and Recruiter is functioning • CFNC application import went live in November • Admissions funnel dashboard complete • Test score and data imports complete

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.

<i>2014-15 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Progress Report</i>
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	Exploring possibilities of possible programs of particular interest to Hispanic community in Charlotte area, as well as programs in accounting, music, and theatre. Also exploring working out an arrangement with Randolph County Community College for a program similar to what we have had with Davidson Country Community College and an articulation program for students transferring to Catawba. See also detailed report for 1.2.2.B.
	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	Work not completed on this initiative. Propose AY15-16 for review and development of initiative.
	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	Exploring possibilities of possible programs of particular interest to Hispanic community in Charlotte area, as well as programs in accounting, music, and theatre. See detailed report.
	Annual Budget	

1.2.3.A Implement initial elements of comprehensive marketing plan including prospect identification and media presence in selected markets.	Cindy Barr, Jeff Bowe May 2015	In progress.
	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>Progress Reports</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	a. New faculty orientation to system and Provost initiated engagement in preterm faculty meetings b. Athletic staff training in August 2014 c. Consolidated alert information and email notification to make to streamline process

1.3.B Implement plans to provide mandatory Summer Orientation programs	Ben Smith, Sheila Brownlow, Ken Clapp, Andie Lynch Summer 2014	Facilitated 7 mandatory freshmen retreats to include a 97% participation rate (from 160 last year to 375 this year). 225 committed freshmen to retreats as of now with more deposits coming in day by day. Being more organized with intentional messaging has allowed us to spread participants across retreats. (Get students excited early!)
	Annual Budget	
1.3.C Assess and evaluate conditionally admitted students and their results year-to-year.	Sheila Brownlow, Andie Lynch February 2015	These students and their results continue to be assessed and evaluated. See detailed report.
	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	18 classes will have the Supplemental Instruction component in Fall 2015. These classes were also recognized on the registration schedule in spring.
	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	Final schedule to be determined soon; working with student groups so they could plan to be represented on convocation. Upper year students will be allowed to move in the day before convocation to facilitate participation. Meeting to finalize plans for fall 2015 in June.
	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	For the fall 2014 semester, 44% of General Education seat offerings were in the “peak hours” of M/W/F at 9, 10, and 11 and T/Th at 9:30. For the spring 2015 semester, 50% of General Education seat offerings were in the “peak hours.” AY15-16 Fall GenEd seat offerings are 37% in peak hours. Spring 17 GenEd seat offerings are still be analyzed.
	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	Coaches now receive notification of poor midterm grades via BRM and have access to GPAs.
	N/A	

<p>1.3.H Increase number of participants in summer Catawba Advantage Workshop (for students transitioning to college-level work) by 25%.</p>	<p>Ben Smith, Andie Lynch, Sheila Brownlow Summer 2014</p>	<p>New mandatory requirement of participation in workshop by conditional admits. (Summer 2014) Later workshops scheduled in summer 2015 and better communication plan with admissions to make sure that the mandated students do participate in CAW.</p>
	<p>Annual Budget</p>	

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>Progress Reports</i>
2.1.1.A Successfully complete SACS-COC Compliance Certification Report and site visit.	Michael Bitzer, Barry Sang February 2015	Successful on-site visit and review with only two recommendations. Response report to be generated and completed by July 1. Await final decision by SACSCOC Board of Trustees at December annual meeting.
	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	QEP accepted without any recommendations by the site visiting team.
	Annual Budget	
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.	Michael Bitzer, Barry Sang October 2014	Per recommendation on assessment from the on-site review committee, consideration will be given to creating an assessment review group to aid in both academic and administrative assessment activities.
	Annual Budget	
2.1.1.D Evaluate pursuit of selected accreditations by Ketner School of Business for ACBSP.	Michael Bitzer, Pam Thompson April 2015	Admission to candidacy reaffirmed for five years in July 2014 and mentor appointed. Prepared preliminary site visit questionnaire and planning to attend annual meeting of ACBSP in July 2015. See detailed report.
	N/A	

<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</p>	<p>Search unsuccessful for info systems librarian.</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>TBD</p> <p>Michael Bitzer April 2015</p> <p>Annual Budget</p>	<p>1. Plans are for the major programs to review their areas, in light of the White Paper, during the AY15-16. Department chairs will be charged by April 2015 to use the following year to study and incorporate principles within the White Paper.</p> <p>2. Curriculum Committee will be charged with reviewing new majors and programs using the principles of the White Paper.</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>Significant multi-year gift in support of Honors Program received; determining priority use of funds over the period of the gift to implement elements of the Honors Program strategic plan. Work nearing completion on Honors Lounge space on second floor of Hedrick Administration Building.</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>Plans are for a meeting at NCRC with relevant parties in June, 2015. Five to seven student interns will be at NCRC during the summer 2015 period.</p>
<p>Annual Budget/ Donor Funds</p>		

2.1.6.A Complete review by attorneys of tenure process, working with FTPC and full faculty.	Michael Bitzer August 2014	Faculty approved final versions of “Standards of Appointment & Service” in March. Board of Trustees approved “Standards” document in April.
	Annual Budget	
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.	Michael Bitzer February 2015	Faculty approved final versions of “Standards of Appointment & Service” and “Principles of Governance” documents. Board of Trustees approved “Standards” document; will review and consider “Principles” document along with complete Employee Handbook in June.
	N/A	
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.	Michael Bitzer May 2015	Working with Steve Coggin to consider revisions and updates.
	Annual Budget	

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	Consideration of an application to the Gates Foundation for funding a campus/RSSS joint initiative underway.
	TBD	
2.1.6.E Develop and implement schedule of faculty searches and hires.	Michael Bitzer November 2014	The following searches were or are being conducted: <ul style="list-style-type: none"> • Nursing Chair (completed) • Communication Arts (completed) • Exercise Science (completed) • Physical Education (completed) • Theatre Arts (2 completed) • Music (1 completed; another on-going) • Politics (AY15-16) • 2 in English (AY15-16) • Librarian (offer extended)
	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	Conversion of three visiting assistant professors made to tenure-track positions; one VAP given terminal contract for AY15-16.
	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	See 1.3.F.: For the fall 2014 semester, 44% of General Education seat offerings were in the "peak hours" of M/W/F at 9, 10, and 11 and T/Th at 9:30. For the spring 2015 semester, 50% of General Education seat offerings were in the "peak hours." AY15-16 Fall GenEd seat offerings are 37% in peak hours. Spring 17 GenEd seat offerings are still be analyzed. Continued monitoring is needed for the AY15-16 course scheduling submissions.
	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	Following faculty endorsement of 4-1-4 calendar model, cabinet decision was to hold on implementation pending further development of international opportunities, internships and other experiential offerings to allow significant utilization of the model.
	TBD	

2.2 Strengthen and initiate programs that will attract students to the day and evening programs.

2.2.1 Implement plans for new undergraduate and/or graduate degree programs and tracks in the Ketner School of Business.
2.2.2 Implement plans for new undergraduate degree programs and tracks in Communication.
2.2.3 Implement plans for new undergraduate and/or graduate degree programs and tracks in Health Sciences.
2.2.4 Explore appropriate graduate programs to consider for future development.

<i>2014-15 Plans</i>	<i>Responsible/ Target Date(s)/ Resources</i>	<i>Progress Reports</i>
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	As this will require a potential substantive change for the college, recommend implementation in AY16-17.
	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	Initiative on hold pending selection of new dean of the Ketner School of Business.
	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	Initiative on hold pending selection of new dean of the Ketner School of Business. Will need a faculty position to support this program.
	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	Awaiting discussions with Dr. Racquel Ingram in spring to discuss feasibility of program; perhaps this would be folded into proposed RN→BSN program and substantive change to SACSCOC.
	TBD	

2.2.2.A Implement undergraduate concentration in Sports Communication, recruit first cohort and search for new personnel.	Michael Bitzer December 2014	Implementation initiated. Faculty search successfully concluded and will start in fall 2015.
	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	Implementation initiated. Current choir director hired as assistant professor of music & college organist.
	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	Decision made to go in slightly different direction with this project. Planning underway with several different outstanding music industry professionals to determine full scope of such a program in Nashville.
	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	Dr. Racquel Ingram hired as chair of nursing; new faculty search will be conducted in the summer. Draft of substantive change for nursing program developed and is under review.
	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	Dr. Racquel Ingram hired and will begin process of developing curriculum and formal approval submissions. See 2.2.3.A.
	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	Recommend initiating review in AY15-16. National accrediting organization for Athletic Training has now approved that, in no less than seven years, a master's degree will be the minimum requirement for being a certified athletic trainer.
	Annual Budget	
2.2.4.A Continue to explore appropriate graduate programs to consider for future development.	Michael Bitzer May 2015	Preparations underway for M.Ed. program focused on STEM teachers to be implemented in spring 2016.
	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	Progress Reports
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	To be evaluated in the spring 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	Location has been secured and Dr. Corriher's office will be relocated to former faculty lounge on second floor of Hedrick Administrative Building following relocation of current storage in that space to room 322. International Center Advisory Board established. Faculty Handbook for International Experiences completed. Designation of Responsible Officer and Alternate RO made for CIS director and administrative assistant. Training underway.
	Annual Budget/ Donor Funds	
2.3.2.B Finalize possible exchange agreements and consortia and explore additional opportunities.	Michael Bitzer, Kurt Corriher December 2014	Designation of Responsible Officer will enable the issuance of F-1 Visas.
	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	Awaiting final development of the 4-1-4 academic calendar.
	N/A	

2.3.2.D Complete move into new space identified for the Ketner International Center.	Michael Bitzer, Eric Nianouris June 2015	Awaiting other offices' move to locations.
	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	To be charged to the ICAB at first meeting.
	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	Increased emphasis placed on the leadership retreat planned for early in all semester with full endorsement of Student Government Association. Catawba sent NCICU Ethics Bowl team in spring semester.
	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	Spring semester initiative.
	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>Progress Reports</i>
<p>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></p>	<p>Michael Bitzer, Joanna Jasper, Erin Wood June 2015</p> <hr/> <p>TBD</p>	<p>Due to resource constraints, focusing on 2.4C.</p>
<p>2.4.B Implement next phase of plan for interactive whiteboard technology or interactive projectors in all classrooms.</p>	<p>Michael Bitzer, Joanna Jasper, Erin Wood June 2015</p> <hr/> <p>TBD</p>	<p>Due to resource constraints, focusing on 2.4C. Have issued a request for proposals to faculty regarding use of the Doceri app and a tablet device to improve teaching, learning, and student engagement. Proposals due 5/31/15. At least 2 proposals will be selected for implementation in 15-16.</p>

<p>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.</p>	<p>Michael Bitzer, Joanna Jasper, Erin Wood June 2015</p>	<p>Surveyed faculty for input re upgraded interactive classrooms to date. The following 10 classrooms were upgraded:</p> <ul style="list-style-type: none"> • Hedrick Administration 235, 236, 319, 320, 324 • Ketner 314 • Williams Music 017 • Abernethy Physical Education Center 102 • Shuford Science 205, 305
<p>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></p>	<p>TBD</p>	

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	Generalizing this task to promote any and all faculty sharing re technology-enhanced teaching and learning. Dr. Erin Wood did a presentation on her experience using the Cengage personalized learning platform in several classes. Steve McKinzie did a presentation on copyright law in the digital age.
	Annual Budget	
2.4.F Complete and fine-tune classroom wireless installation.	Joanna Jasper, Erin Wood June 2015	Complete.
	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	Complete. ISC reviewed and recommended prioritization of the requests; funding was limited for each faculty development proposal.
	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>Awaiting resources to be committed as outlined in 2.4.D.</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>IT staff prepared documentation and training materials for OneDrive and offered OneDrive training.</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>Determined that virtualization is the best upgrade path for most computer labs (greener (power, digital waste), easier to manage, more agile, eventual potential to deliver apps to student devices). Requires active directory implementation and data center investments that we will be working on in 15-16. Highly specialized labs and/or digital media creation labs may still require upgraded physical computer workstations (e.g. Theatre Arts). Meeting with Theatre Arts this summer. All of the above requires significant funding and important that the funding be identified soon as this equipment is well beyond its normal life expectancy already.</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>SAS software has been made available to the campus community. Based on input from the faculty that use SPSS in the classroom, it was determined that SPSS licensing can be significantly reduced but not completely eliminated.</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>Determined that we own our current Adobe licenses and can continue to use them until we need to upgrade an Adobe product to a later version. Will develop and administer an Adobe needs/usage survey in 15-16 to determine licensing strategy for Adobe products going forward.</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>Progress Reports</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	Preliminary designs received and reviewed on Hedrick Terrace/"Heart of Campus"; Initial design proposals received for landscaping projects.
	TBD/Donor Funds	
3.1.B Include priority items from Campus Master Plan in Comprehensive Fundraising Campaign.	Brien Lewis, Campaign Steering Committee September 2014	Elements from the Master Plan are eligible for funding from the "Our Catawba: The Forward Path" Comprehensive Fundraising Campaign. The Hedrick Terrace/Heart of Campus project has been fully funded by a campaign gift.
	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	Initial design proposals received for landscaping projects.
	TBD	
3.1.D Continue to explore opportunities to acquire properties adjacent to campus	Brien Lewis, Chuck Williams May 2015	Five properties contiguous to campus acquired.
	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	Architect renderings acquired final approval of ultimate design is needed. The Hedrick Terrace/Heart of Campus project has been fully funded by a campaign gift.
	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	Preliminary architectural drawings have been developed. Contract manager has been selected to work with the architect on design and construction elements to develop cost estimates. This preliminary work is expected to be completed early in 2016. The American Legion has established a committee (with Catawba) to begin work on compiling names of former players to begin a fund raising campaign with these former players as prospects.
	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>Progress Reports</i>
3.2.A Renovate and refurbish Stanback Residence Hall.	Chuck Williams, Eric Nianouris, Ben Smith August 2014	Major renovations completed of Stanback. See also Facilities OAR.
	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	Renovation plans for Barger-Zartman Residence Hall presented to Cannon Foundation; funding request for first phase approved. See also Facilities OAR.
	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>Progress Reports</i>
3.3.A Finalize comprehensive Sustainability Plan and begin to implement its policies and procedures.	Brien Lewis, John Wear October 2014	Plan in development. See also Facilities OAR.
	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	Funding approved to complete energy efficient light replacement in Robertson College Community Center. Additional funding requests under review.
	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	Photovoltaic installation in process that will generate 1 megawatt. Fully funded by donor funds and private investors. Completion anticipated summer 2015. See also Facilities OAR.
	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>Progress Reports</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, Tonia Black-Gold January 2015 Donor Funds	While we have yet to complete a comprehensive Public Art Plan, we did make several forays into public art during the '14-'15 academic year and at least one of these will continue through December 31 of 2015. Three pieces from the Luski Glass Collection, on loan from the Foundation for the Carolinas, were installed in the Corriher-Linn-Black Library on campus for display between late Sept. 2014 through April of 2015. These dictated the installation of 2 video cameras in the library to “watch over” the pieces and the creation of a flier and a poster about the exhibit. The library is now equipped as a site for future installations. Also, Catawba, along with the three other higher education institutions in town, was invited to participate in the 2015 Salisbury Sculpture Show. We were able to select four sculptures to display on Catawba’s campus. The City completed temporary installation of the concrete pads for the sculptures and our pieces are included in the Show brochure that is printed and distributed around town. We hope to continue our sculpture show participation.

<p>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.</p>	<p>Brien Lewis, Eric Nianouris, Rex Otey, Tracy Ratliff, Tonia Black-Gold January 2015</p>	<p>We have plans to use our display area in the Corriher-Linn-Black Library to host a show of artwork by Catawba alumna, Meredith Abramson, in September. We also want to have a permanent display of Catawba Indian pottery on our campus and will make plans to try to obtain some pieces by master potters from the tribe this summer. With Blackbaud, our wealth screening tool soon to come online, we hope to identify friends of the college who may support our public art efforts on campus by contributing funds or pieces from their collections.</p>
	<p>TBD</p>	

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.

2014-15 Plans	Responsible/Target Date(s)/ Resources	Progress Reports
4.1.A Renovate and refurbish Stanback Residence Hall.	Chuck Williams, Eric Nianouris, Ben Smith, Kara Ostlund August 2014	Same as 3.2.A - Major renovations completed of Stanback. See also Facilities OAR.
	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 - Renovation plans for Barger-Zartman Residence Hall presented to Cannon Foundation; funding request for first phase approved. See also Facilities OAR.
	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>Progress Reports</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	Prepared a list and presentation of ideas and needs. Included SGA in discussions. Gathering final budget numbers to propose priority items, including Digital Signage. Meetings scheduled in June to get final numbers for plans.
	TBD	

4.3 Enhance student recreational facilities and programs.

<i>2014-15 Plans</i>	<i>Responsible/Target Date(s)/Resources</i>	<i>Progress Reports</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	Prepared a list and presentation of ideas and needs. Included SGA in discussions. Gathering final budget numbers to propose priority items.
	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>Progress Reports</i>
4.4.A Prepare and occupy space for academic and student support services including tutoring and testing.	Ben Smith, Michael Bitzer, Eric Nianouris, Andie Lynch January 2015	Project on hold during academic year due to residential numbers and unplanned required use of Heath Hill Residence Hall. Spaces being looked at to add testing space options.
	TBD	
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.	Ben Smith, Michael Bitzer, Robin Perry, Connie Lowery, Andie Lynch April 2015	2 nd annual majors fair presented. “Outbreak” presentation and Experiential class presentation both well-publicized on campus during fall semester. Successful presentation of “Research and Creativity Symposium” showcasing student work.
	Annual Budget/TBD	

4.5 Enhance student career support services and programs.

<i>2014-15 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Progress Reports</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	Committee worked during Summer 2014 with outline and plan for implementation Fall 2015.
	TBD	Robin Perry presented on Career Services in about half of the FYS classes during the fall semester.

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>Progress Reports</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	Work to commence in summer 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>Progress Reports</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	Discussions with donors regarding the campaign includes seeking support for debt reduction. Debt reduced by an additional \$2 million during 2014-15. Debt also refinanced with longer term fixed rate and reduced overall debt service costs.
	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	Calculated ratios for fiscal year end 2013 and 2014 indicates the College is well above the 1.5 required threshold.
	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	Current spending rate for 2014-2015 is 4.5% reduced from 5.0% in 2013-2014 and a further decrease to 4.0% in 2015-2016.
	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	No “underwater” condition as of fiscal year end May 31, 2014. Defined policy at October 2014 board meeting where new endowment gifts must be allowed to earn either realized or unrealized income for at least one year before funds can be awarded. Funding and awarding for seven professorships through endowed funds made for AY15-16 and AY16-17.
	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>Progress Reports</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	Board approved 5% tuition, room and board increase for 2015-2016 at the October 2014 board meeting. Board also approved specific uses for additional revenues to support salary increases to address benchmarks identified by the Salary Study, technology improvements, and programs enhancements. Work undertaken to address adjustments in need-based aid to address individual students’ financial situations impacted by the increase in tuition and fees.

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>Progress Reports</i>
5.3.A Maintain balanced budget with priority list for use of any new annualized revenues.	Brien Lewis, Chuck Williams October 2014	Budget balanced and approved for 2014-2015 fiscal year. Priority items funded included 1% salary increase, budget restorations, and reduction of the unrestricted gift line.
	Annual Budget	
5.3.B Communicate new purchasing policies to all employees; conduct training and orientation as needed.	Brien Lewis, Chuck Williams December 2014	Hiring, purchase order procedure and credit [purchasing] card policies given to all relevant employees and they were asked to sign a statement of acknowledgement.
	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	This goal has been included in the Enrollment OAR for 2014-2015. Financial Aid and HR worked collaboratively to provide training for supervisors and streamline the work study award, application and hiring processes. Protocols were established for warning students and supervisors who do not follow proper protocols and we are poised to consistently document issues and respond accordingly for the next academic year. HR will be responsible for warning any Faculty or Staff members on the supervisor side, FA will warn students who have federal aid issues/violations.
	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	Prepared and Board approved capital budget in the amount of \$500,000.
	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>Progress Reports</i>
5.4.A Complete plans for Comprehensive Fundraising Campaign and launch public phase.	Brien Lewis, Rex Otey October 2014 Annual Budget/ Donor Funds	<p>See also Office of Development OAR. “Our Catawba: The Forward Path” was officially launched in October with a goal of \$60 million. To date, over \$40 million has been committed to the campaign. Over 300 personal visits have been made (including Goodman). Though the public phase is officially underway, the mid-summer Campus publication will serve as a hard launch for Catawba constituents.</p> <p>Thanks to a generous gift, a prospect screening tool, Target Analytics, was purchased in 2014 and finally integrated in May ‘15. This tool has already impacted Catawba’s major gift operation with all three major gift officers filling solid portfolios of 150 prospects.</p>
5.4.B Implement programs to enhance giving by recent alumni.	Rex Otey January 2015 Annual Budget/ Donor Funds	<p>A development professional specializing in recent graduate and parent relations work was hired to expand and enhance the work already done in this area. Mailings and Phonathon calls have been segmented to recent grads. Special thank you messages are sent and alumni board members are thanking with both post cards and calls. A yet to be named program is being developed for graduates of the last decade (plus), perhaps going back to late 90s grads. Specially segmented mailings, Phonathon, social media and events will be the norm for this group going forward. And one Major Gift Officer will cater nearly 100% of her road time to this special group.</p> <p>See also Office of Development OAR.</p>

<p>5.4.C Implement Parent Relations program to enhance engagement.</p>	<p>Rex Otey January 2015</p> <hr/> <p>Annual Budget/ Donor Funds</p>	<p>A development professional specializing in recent graduate and parent relations work was hired to expand and enhance the work already done in this area. Parent data currently must be manually transferred/entered from Admissions database to Developments'. A team is being assembled to explore how to make this process more efficient.</p> <p>All current Parent profiles will be integrated in Banner by June. Development, Admissions and IT plan to meet early summer to discuss Incoming Parent profiles, Recruiter, Banner, etc. for the Fall. MGO responsible for parent/family programming will begin meeting with select parents and soliciting ideas for family programming and leadership late June.</p>
<p>5.4.D Implement additional capacities for use of database technology and related resources to improve donor communications and stewardship.</p>	<p>Rex Otey September 2014</p> <hr/> <p>Annual Budget/ Donor Funds</p>	<p>See also Office of Development OAR.</p> <p>Thanks to a generous gift, the Target Analytics prospecting tool that was integrated (May '15) with the Catawba Development database, is already having an impact on Development work. Catawba Major Gift Officers now have solid prospect portfolios, constituent addresses and cell phone numbers are as up to date as possible and Catawba has doubled the number of correct constituent email addresses (approximately 80% of active constituents). Development and IT have had an extraordinarily difficult time filling the Development IT position and are exploring engaging a search company to help fill this critical position.</p>

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.

2014-15 Plans	Responsible/ Target Date(s)/Resources	Progress Reports
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	Benchmarks shared with cabinet officers for use in their respective areas; Salary increases effective 6/1/15 to take step toward reaching those benchmarks approved by Board through additional revenues generated by tuition and fees as well as donor gifts.
	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	Raise awarded to all full-time faculty and staff of 1% beginning in November 2014. Depending on enrollment growth and retention additional plans to institute restoration of retirement match to 75% level in November 2015.
	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>Progress Reports</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	Point person for this initiative to be designated in spring 2015.
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	Consideration of an application to the Gates Foundation for funding a campus/RSSS joint initiative underway.

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	Hired Wellness Coordinator for Substance Abuse and Sexual Assault Programming. New policies and programming implemented in accordance with SaVE federal act in regards to sexual violence.
	Annual Budget/ Donor Funds	Adding Sexual Assault online training for all freshmen, faculty and staff.
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	Work to begin summer 2015.
	N/A	
6.2.D Implement a “College Coffee” campus-wide social event at a common time.	Brien Lewis August 2014	Work to begin summer 2015.
	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	Human Resource director finalizing comprehensive updating of and revisions to Employee Handbook to be reviewed by Board of Trustees at June 2015 meeting.
	Annual Budget	Sections regarding “Faculty Standards of Appointment” (approved by Board of Trustees in April 2015) and “Principles of Governance” (to be reviewed June 2015) to be included in Employee Handbook.

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>Progress Reports</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 August 2014	Our storefront has been open since April 2014 and we have hosted a series of Lunch and Learns with faculty during the ’14-’15 academic year with mild attendance. Attendance has been better when we have opened for special Downtown Salisbury evening events. We have also had some staffing changes that will continue through August that made concerted and sustained efforts here difficult. Overall, the support we have received from the community for our downtown presence has been very encouraging and the response from downtown merchants to the college, overwhelmingly positive. This has led to our active participation in and inaugural College Nite Out in August 2014 and another planned for August 27, 2015 that introduces our students to Downtown Salisbury.
	Improvements Fund	
6.3.B Implement opportunities to expand and enhance collaborations with local and regional educational institutions.	Brien Lewis December 2014	Collaborated with Livingstone College on a Downtown Back to School Event in August; Preliminary planning underway to expand that event in 2015 and add a bookend event in April before final exams. Other collaborative efforts under discussion with Livingstone, Rowan-Cabarrus Community College, Hood Theological Seminary, and Rowan-Salisbury School System.
	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	We will continue to capitalize on opportunities to promote the college in media in the key metropolitan areas surrounding the college.
	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>Progress Reports</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	Senior survey underway to determine next destinations for graduates. Number of alumni email addresses doubled thanks to implementation of screening of database. See also Office of Development OAR.
	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>Progress Reports</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	Defer until at least 2015-16.
	N/A	