



## **Catawba Annual Plan 2015-16**

## **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 21<sup>st</sup> century higher education, it will prepare pathways for its future as an outstanding institution that continues to honor its core values.

## **Goal Areas**

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

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

### **Goal Area 1. Admission and Retention**

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

### **Goal Area 2. Academic Initiatives**

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

### **Goal Area 3. Campus and Facility Excellence**

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

### **Goal Area 4. Student Centeredness**

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

### **Goal Area 5. Financial Focus**

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

### **Goal Area 6. People and Place**

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

## Objectives

### 1. ADMISSION AND RETENTION

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

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

### 2. ACADEMIC INITIATIVES

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

- 2.1 Enhance current degree programs.
- 2.2 Strengthen and initiate programs that will attract students to the day and evening programs.
- 2.3 Strengthen the Experiential Education Initiative by expanding opportunities to develop sustainability, diversity, and citizenship.
- 2.4 Implement Learning Technology Plan to enhance and expand use of technology in pedagogy and information literacy.

### 3. CAMPUS AND FACILITY EXCELLENCE

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

- 3.1 Implement the Campus Master Plan.
- 3.2 Implement an annual repair and renovation program.
- 3.3 Develop and implement policies and procedures re: sustainability.
- 3.4 Develop and implement policies and procedures re: public art on campus.

#### 4. STUDENT CENTEREDNESS

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

- 4.1 Provide new and enhanced housing options.
- 4.2 Enhance the Cannon Student Center facilities and programs to support its role as the hub of student activity.
- 4.3 Enhance student recreational facilities and programs.
- 4.4 Enhance student engagement and academic support services and facilities.
- 4.5 Enhance student career support services and programs.
- 4.6 Develop a comprehensive strategic plan for Intercollegiate Athletics to define objectives for individually and collectively for sports and facilities, and to determine appropriate Conference and Division levels.

#### 5. FINANCIAL FOCUS

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

- 5.1 Ensure policies and practices maintain stable and sustainable funding for current and future debt service.
- 5.2 Focus strategic efforts on enhancing net tuition revenue while maintaining access opportunities for meritorious students.
- 5.3 Use funds from enrollment growth, from stronger retention and from increased net revenue to plan and implement an annual budget that sustains the College's strengths and enables enhancements.
- 5.4 Conduct a Comprehensive Fundraising Campaign to support and sustain the Values, Goals and Objectives of the Strategic Plan.

#### 6. PEOPLE AND PLACE

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

- 6.1 Implement a comprehensive compensation plan that lifts Catawba into a leadership position compared to peer institutions.
- 6.2 Develop programs and experiences that enhance the campus' sense of community.
- 6.3 Develop programs and experiences that enhance Catawba's ties with the Salisbury community and other regional communities.

- 6.4 Develop programs and experiences that strengthen Catawba's links with its alumni.
- 6.5 Conduct a comprehensive discussion with all constituencies, informed by the Values, Goals, and Objectives of the Strategic Plan, to help Catawba decide its place as a College or University.

**Plans**

**1. ADMISSIONS AND RETENTION**

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

- 1.1 Develop and implement recruitment strategies to increase freshman and transfer enrollment by at least 40 students per year.

1.1.1 Implement and monitor a policy where the SAT or ACT are optional provided applicants meet other academic and leadership criteria.
1.1.2 Review scoring and ranking metrics for US News, Princeton Review, Forbes and set strategic targets accordingly.
1.1.3 Implement a comprehensive marketing plan highlighting Catawba’s distinctive programs, unique facilities, and outstanding location in central North Carolina.
1.1.4 Enhance and support involvement in recruiting activities by all members of the Catawba College community.

<b>2015-16 Plans</b>	<b>Responsible/ Target Date(s)/Resources</b>	<b>Notes</b>
1.1.1 Fully commit to and market SAT/ACT optional policy, continue to gather and assess data on applicants and students utilizing the option.	Cindy Barr, Tim Kennedy March 2016	
	Annual Budget	
1.1.2 Review scoring and ranking metrics for US News, Princeton Review, and Forbes and set 2016-17 targets accordingly.	Brien Lewis October 2015	
	N/A	

1.1.3.A Implement new communications flow and integrate fully with Recruiter software.	Cindy Barr April 2016	
	Annual Budget	
1.1.3.B Charge Transfer Coordinator to focus on this population in the 16-17 recruiting year and work closely with Public Relations to update transfer resources and messaging online and in print.	Cindy Barr, Tonia Black-Gold, Michael Bitzer, Carol Gamble October 2015	
	Annual Budget	
1.1.4.A Refine and expand Recruiter usage; achieve fluency with the system.	Cindy Barr, Joanna Jasper October 2015	
	Annual Budget	
1.1.4.B Enhance and support involvement in recruiting activities by all members of the Board of Visitors and Alumni Association Board of Directors	Cindy Barr, Rex Otey November 2015	
	Annual Budget	

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

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

<b><i>2015-16 Plans</i></b>	<b><i>Responsible/ Target Date(s)/Resources</i></b>	<b><i>Notes</i></b>
1.2.1.A Set targets for enrollment growth at CPCC site and address staffing needs accordingly.	Michael Bitzer, Jeff Bowe October 2015	
	Annual Budget	
1.2.2.A Develop 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 AY16-17.	Michael Bitzer, Jeff Bowe, Curriculum and Instructional Support committees December 2015	
	Annual Budget	
1.2.2.B Determine potential new programs and curricula that respond to emerging needs in adult education markets.	Michael Bitzer, Jeff Bowe December 2015	
	Annual Budget	
1.2.2.C Implement professional accounting program at CPCC site.	Michael Bitzer, Jeff Bowe December 2015	
	Annual Budget	

1.2.3.A Implement new structures for prospect identification and communications flow to utilize traditional undergraduate admissions infrastructure and resources for Evening Studies.	Cindy Barr, Jeff Bowe, Joanna Jasper May 2016	
	Annual Budget	

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

<i>2015-16 Plans</i>	<i>Responsible/ Target Date(s)/ Resources</i>	<i>Notes</i>
1.3.A Continue to assess and evaluate conditionally admitted students and their results year-to-year.	Sheila Brownlow, Andie Lynch February 2015	
	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.

<b>2015-16 Plans</b>	<b>Responsible/ Target Date(s)/Resources</b>	<b>Notes</b>
2.1.1.A Successfully complete SACS-COC accreditation reaffirmation.	Michael Bitzer, Barry Sang December 2015	
	Annual Budget	
2.1.1.B Initiate first year of “C2C” (Catawba to Careers) Program per Quality Enhancement Plan as outlined for and reviewed by the SACS-COC accreditation reaffirmation site team.	Michael Bitzer, Kim Smith, Forrest Anderson August 2016	
	Annual Budget	
2.1.1.C Establish preliminary assessment review group to continue implementation of valid and reliable assessment instruments for all activities tied directly to learning goals, outcomes and competencies.	Michael Bitzer, Barry Sang, GEAR and APA Faculty Governance Committees October 2015	
	Annual Budget	
2.1.1.D Commit to achievement of selected accreditations by Ketner School of Business for ACBSP.	Michael Bitzer, KSOB Dean April 2016	
	N/A	

<p>2.1.1.E  Hire Information Services Librarian &amp; Instruction Coordinator;  Hire Instructional Technology Librarian</p>	<p>Michael Bitzer,  Steve McKinzie,  Joanna Jasper,  December 2015</p>	
<p>2.1.2  Continue to 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 2016</p>	
	<p>Annual Budget</p>	

<p>2.1.3 Continue to implement strategic plan for enhancing Honors Program by:</p> <ol style="list-style-type: none"> <li>1. Enhancing marketing.</li> <li>2. Enhancing co-curricular opportunities and student leadership of program.</li> <li>3. Determining new graduation requirements.</li> </ol>	<p>Michael Bitzer, Maria Vandergriff-Avery May 2016</p>	
	<p>Annual Budget/ Donor Funds</p>	
<p>2.1.4 Develop additional partnership opportunities between nursing and exercise science with North Carolina Research Campus.</p>	<p>Michael Bitzer, Jim Hand, Racquel Ingram May 2015</p>	
	<p>Annual Budget/ Donor Funds</p>	
<p>2.1.6.A Establish annual review process for “Standards of Appointment and Service” and “Principles of Governance” with final approval of any changes to be considered at February Board of Trustees meeting each year.</p>	<p>Michael Bitzer February 2016</p>	
	<p>Annual Budget</p>	
<p>2.1.6.B Explore the establishment of a Center for Advanced Teaching &amp; Understanding (CATU) for housing a Center for Learning Technology, along with other pedagogy development opportunities and instructional support (Writing Center, Math Center, other aspects); Explore funding opportunity and grant proposals to support this initiative.</p>	<p>Michael Bitzer, Joanna Jasper, Instructional Support Committee March 2016</p>	
	<p>TBD</p>	

2.1.6.C Develop and implement schedule of faculty searches and hires.	Michael Bitzer November 2015	
	Annual Budget/ TBD	
2.1.7.A Continue monitoring through AY16-17 to maintain goal of 45% of General Education seats in ‘peak-hours’ when departments submit course schedules.	Michael Bitzer February 2016	
	Annual Budget	
2.1.7.B Develop broader range and larger number of international opportunities, internships and other experiential offerings that may, in time, foster utilization of alternate academic calendar structures.	Michael Bitzer	
	Annual Budget/ TBD	

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

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

<b>2015-16 Plans</b>	<b>Responsible/ Target Date(s)/Resources</b>	<b>Notes</b>
2.2.1.A Complete review of feasibility of master's in accounting program and/or extended undergraduate program that would provide eligibility for students to sit for the uniform CPA exam.	Michael Bitzer, KSOB Dean December 2015	
	Donor funds	
2.2.1.B Continue review of developing undergraduate degree and/or certificate program in non-profit management for implementation in 2016-17; Consider new faculty position to support.	Michael Bitzer, KSOB Dean December 2015	
	Donor funds	
2.2.2.A Continue to develop "Segue 61" post-graduate certificate opportunity for popular music students with significant experiences in Nashville, TN and acquire necessary state and accreditor approvals.	Michael Bitzer, David Fish, Bill Armour December 2015	
	Annual Budget/TBD	
2.2.3.A Implement RN to BSN program with January 2016 cohort pending SACSCOC substantive change review and other necessary curricular approvals.	Michael Bitzer, Racquel Ingram January 2016	
	Donor Funds	
2.2.3.B Complete detailed feasibility studies for graduate programs in Athletic Training and Physical Therapy.	Michael Bitzer, Jim Hand, Jim Stringfield March 2016	
	Annual Budget	

2.2.4.A Implement M.Ed. program focused on STEM teachers in spring 2016.	Michael Bitzer, Jim Stringfield January 2016	
	Donor Funds	
2.2.4.B Continue consideration of other appropriate graduate programs for future development.	Michael Bitzer December 2015	
	TBD	

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

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

<b>2015-16 Plans</b>	<b>Responsible/ Target Date(s)/Resources</b>	<b>Notes</b>
2.3.1 Expand and enhance opportunities for Service Learning programs and experiences.	Michael Bitzer. Ken Clapp April 2016	
	Annual Budget/TBD	

2.3.2.A Initiate partnership review and collaborative agreements for semester-long study abroad opportunities.	Michael Bitzer, Kurt Corriher December 2015	
	Annual Budget/ Donor Funds	
2.3.2.B Complete move into new space identified for the Ketner International Center and finalize enhanced staffing for the Center.	Michael Bitzer, Kurt Corriher December 2015	
	Annual Budget	
	N/A	
2.3.3 Develop Leadership Studies minor and related experiential opportunities.	Michael Bitzer, Ken Clapp February 2016	
	TBD	
2.3.4 Continue to develop and support additional opportunities for faculty, staff, and students to share and celebrate their scholarship and other accomplishments, and to connect those experiences to career awareness through both Career Services and Catawba To Careers (C2C).	Michael Bitzer, Kim Smith, Robin Perry, Forrest Anderson December 2015	
	Annual Budgets	

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

<b><i>2015-16 Plans</i></b>	<b><i>Responsible/ Target Date(s)/Resources</i></b>	<b><i>Notes</i></b>
2.4.A Promote faculty-sharing and faculty usage of technologies that have the potential to improve teaching, learning, and student engagement.	Michael Bitzer, Joanna Jasper, Instructional Support Committee June 2016	
	TBD	
2.4.B Finish upgrading the presentation technology in all technology-equipped classrooms.	Joanna Jasper June 2016	
	Annual Budget/ Capital Budget	
2.4.C 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 January 2016	
	Annual Budget	

<p>2.4.D Once CLT Director position is filled (see 2.4.C), 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 March 2016</p>	
	<p>TBD</p>	
<p>2.4.E Continue faculty/staff training initiatives related to newest features of Office 365.</p>	<p>Michael Bitzer, Joanna Jasper, April 2016</p>	
	<p>Annual Budget</p>	
<p>2.4.F Procure funding and begin upgrading or replacing the equipment and software in campus computer labs with more powerful and current components and/or utilize virtualization options as appropriate.</p>	<p>Joanna Jasper Summer 2016</p>	
	<p>TBD</p>	
<p>2.4.G Examine uses and needs for Adobe products to address upcoming changes in licensing and increased costs.</p>	<p>Michael Bitzer, Joanna Jasper January 2016</p>	
	<p>Annual Budget</p>	

### **3 CAMPUS AND FACILITY EXCELLENCE**

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

#### 3.1 Implement the Campus Master Plan.

<b><i>2015-16 Plans</i></b>	<b><i>Responsible/ Target Date(s)/Resources</i></b>	<b><i>Notes</i></b>
3.1.A Implement priority items from Campus Master Plan including Hedrick Administration Building Terrace and landscaping improvements.	Brien Lewis, Campus Master Plan Steering Committee November 2015	
	Donor Funds	
3.1.B Finalize designs and cost estimates for refurbishment of Newman Park baseball facility, begin to secure funding, and develop potential construction timeline.	Brien Lewis, Nelson Murphy Larry Leckonby January 2016	
	Donor Funds/TBD	

3.2 Implement an annual repair and renovation program.

<b><i>2015-16 Plans</i></b>	<b><i>Responsible/Target Date(s)/Resources</i></b>	<b><i>Notes</i></b>
3.2.A Complete first phase of two phase renovation and refurbishment of Barger-Zartman Residence Hall.	Nelson Murphy, Frannie Taylor, Ben Smith August 2015	
	Donor Funds	
3.2.B Develop plans for potential renovation and refurbishment of Heath Hill House.	Nelson Murphy, Frannie Taylor, Rex Otey, Ben Smith January 2016	
	Donor Funds	

3.3 Develop and implement policies and procedures re: sustainability.

<b><i>2015-16 Plans</i></b>	<b><i>Responsible/Target Date(s)/Resources</i></b>	<b><i>Notes</i></b>
3.3.A Finalize comprehensive Sustainability Plan and begin to implement its policies and procedures.	Brien Lewis, John Wear October 2015	
	Annual Budget/ Donor Funds	
3.3.B Complete third round of project solicitation, funding, and implementation through the Green Revolving Fund; Assess data on results and impacts.	Brien Lewis, John Wear March 2016	
	Donor Funds	

3.3.C Complete implementation of solar energy and related installations to reduce energy and water usage and costs.	Brien Lewis, John Wear, Nelson Murphy December 2015	
	Donor Funds	

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

<b><i>2015-16 Plans</i></b>	<b><i>Responsible/Target Date(s)/ Resources</i></b>	<b><i>Notes</i></b>
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, Tracy Mackay-Ratliff, Tonia Black-Gold, Ashley Pierce, Nelson Murphy January 2015	
	Donor Funds	

#### **4 STUDENT CENTEREDNESS**

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

4.1 Provide new and enhanced housing options.

<b><i>2015-16 Plans</i></b>	<b><i>Responsible/Target Date(s)/ Resources</i></b>	<b><i>Notes</i></b>
4.1.A Complete first phase of two phase renovation and refurbishment of Barger-Zartman Residence Hall.	Nelson Murphy, Frannie Taylor, Ben Smith August 2015	
	Donor Funds	

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

<b><i>2015-16 Plans</i></b>	<b><i>Responsible/Target Date(s)/Resources</i></b>	<b><i>Notes</i></b>
4.2.A Informed by Campus Master Plan, begin to implement 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, Nelson Murphy, Frannie Taylor, Emily Schneider, John Eddings January 2015	
	TBD/Donor Funds	

4.3 Enhance student recreational facilities and programs.

<b><i>2015-16 Plans</i></b>	<b><i>Responsible/Target Date(s)/Resources</i></b>	<b><i>Notes</i></b>
4.3.A Informed by Campus Master Plan, implement plans for improvements to (and additional access for) recreational playing facilities.	Ben Smith, Nelson Murphy, Emily Schneider, Larry Leckonby September 2015	
	TBD	

4.4 Enhance student engagement and academic support services and facilities.

<b><i>2015-16 Plans</i></b>	<b><i>Responsible/Target Date(s)/Resources</i></b>	<b><i>Notes</i></b>
4.4.A Prepare and occupy space for academic and student support services including tutoring and testing.	Ben Smith, Michael Bitzer, Nelson Murphy, Frannie Taylor, Andie Lynch September 2015	
	TBD	

4.5 Enhance student career support services and programs.

<b><i>2015-16 Plans</i></b>	<b><i>Responsible/ Target Date(s)/Resources</i></b>	<b><i>Notes</i></b>
4.5.A Identify and support specific opportunities for including Career Services and Catawba To Careers (C2C) in First Year Experience programs.	Robin Perry, Kim Smith, Michael Bitzer, Sheila Brownlow September 2015	
	TBD	
4.5.B Conduct fall workshop on vocation co-sponsored by the Provost's Office and the Lilly Center.	Michael Bitzer, Ken Clapp August 2015	
	Annual Budgets	

4.6: Develop a comprehensive strategic plan for Intercollegiate Athletics to define objectives for individually and collectively for sports and facilities, and to determine appropriate Conference and Division levels.

<b><i>2015-16 Plans</i></b>	<b><i>Responsible/Target Date(s)/Resources</i></b>	<b><i>Notes</i></b>
4.6.A Complete Intercollegiate Athletics Strategic Plan and outline initial steps for implementation.	Brien Lewis, Larry Leckonby March 2016	
	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.

<b><i>2015-16 Plans</i></b>	<b><i>Responsible/ Target Date(s)/Resources</i></b>	<b><i>Notes</i></b>
5.1.A Continue to seek private support for debt reduction as part of the Comprehensive Fundraising Campaign.	Brien Lewis, Rex Otey May 2016	
	Donor Funds	
5.1.B Continue to meet Department of Education financial ratios and all bank covenants related to debt financing.	Nelson Murphy May 2015	
	Annual Budget/TBD	
5.1.C Continue to reduce endowment spending percentage to reach eventual target of 4% spending rate.	Nelson Murphy May 2015	
	Annual Budget	

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

<i>2015-16 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 2016-17 by October 2015 Board of Trustees meeting.	Brien Lewis, Cindy Barr, Nelson Murphy, Ben Smith. September 2015	
	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>2015-16 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 including reduction of the unrestricted gift line, retirement match increase to 75%, and operating budget increases.	Brien Lewis, Nelson Murphy October 2015/ February 2016	
	Annual Budget	
5.3.B Review and revise purchasing policies and procedures; Communicate revised purchasing policies to all employees; Conduct training and orientation as needed.	Nelson Murphy October 2015	
	Annual Budget	

5.3.C Assess and evaluate revised Work-Study process based on documented issues; Make necessary adjustments as a result of assessment and feedback.	Cindy Barr, Nelson Murphy December 2015	
	Annual Budget	
5.3.D Develop and implement as appropriate Capital and “Year End Budget” items to utilize savings and capital for one-time improvement projects and deferred maintenance.	Brien Lewis, Nelson Murphy January 2016	
	N/A	
5.3.E Develop and implement revised Budget timeline to present preliminary budget for 2016-17 to Board of Trustees in October 2015 and detailed budget for 2016-17 in February 2016.	Brien Lewis, Nelson Murphy October 2015	
	N/A	

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

<b><i>2015-16 Plans</i></b>	<b><i>Responsible/ Target Date(s)/Resources</i></b>	<b><i>Notes</i></b>
5.4.A Continue public phase of Comprehensive Fundraising Campaign.	Brien Lewis, Rex Otey May 2016	
	Annual Budget/ Donor Funds	
5.4.B Continue to implement and expand programs to enhance giving by recent alumni.	Rex Otey October 2015	
	Annual Budget/ Donor Funds	

5.4.C Continue to implement and expand Parent Relations programs to enhance engagement.	Rex Otey September 2015	
	Annual Budget/ Donor Funds	
5.4.D Utilize additional capacities from improved database technology and related resources to improve donor communications and stewardship.	Rex Otey August 2015	
	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.

<b>2015-16 Plans</b>	<b>Responsible/ Target Date(s)/Resources</b>	<b>Notes</b>
6.1.A Using data analysis completed for state, regional, and national peer and aspirant institutions, continue as resources permit to move towards benchmark compensation targets for each faculty and staff member.	Brien Lewis, Nelson Murphy October 2015	
	Annual Budget/TBD	
6.1.B Based on available resources as determined by enrollment growth, develop and implement plan to increase retirement match to 75% on or after November 1.	Brien Lewis, Nelson Murphy, Larry Farmer October 2015	
	Annual Budget	
6.1.C Implement revisions to Employee Handbook and communicate employment policies to all employees; Conduct training and orientation as needed; Initiate annual review process leading to Board of Trustees' February meeting timeline.	Brien Lewis, Nelson Murphy, Larry Farmer August 2015	
	Annual Budget	

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

<b>2015-16 Plans</b>	<b>Responsible/Target Date(s)/Resources</b>	<b>Notes</b>
6.2.A Develop centralized fund to support professional development programs and opportunities for faculty and staff.	Brien Lewis, Nelson Murphy October 2015	
	Annual Budget	
6.2.B Continue to create and support wellness programs for students, faculty, and staff with special emphases on (a) preventing and addressing sexual violence and (b) preventing and reducing obesity.	Ben Smith, Emily Schneider, Wellness Committee November 2015	
	Annual Budget/ Donor Funds	
6.2.C Increase education and training across campus on Title IX issues.	Jim Hand, Erin Wood, Brien Lewis November 2015	
	Annual Budget	
6.2.D Complete proposal and begin planning for a “Founder’s Day” that would engage the campus community in thinking about and acting on the mission of the College from the perspective of the faith tradition which in turn drives the emphasis upon service and caring.	Brien Lewis August 2015	
	N/A	
6.2.E Implement a series of “College Coffee” campus-wide social events.	Brien Lewis, Monica Farrington August 2015	
	Donor Funds	

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

<b><i>2015-16 Plans</i></b>	<b><i>Responsible/ Target Date(s)/Resources</i></b>	<b><i>Notes</i></b>
6.3.A Continue to expand programming (such as “lunch and learn”) and other opportunities at Downtown Catawba location in Salisbury.	Brien Lewis, Tonia Black-Gold August 2015	
	Annual Budget/TBD	
6.3.B Continue to seek and implement opportunities to expand and enhance collaborations with local and regional educational institutions.	Brien Lewis December 2015	
	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, Cindy Barr, KSOB Dean December 2015	
	Annual Budget/TBD	

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

<i>2015-16 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Notes</i>
6.4.A Continue to enhance capabilities of (and use of) alumni tracking for assessment, stewardship, and network opportunities for alumni and current students.	Rex Otey, Margaret Faust, Barry Sang, Tim Kennedy, Robin Perry December 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>2015-16 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 February 2016	
	N/A	