



Catawba College Annual Plan 2017-18
End-of-Year 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 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>2017-18 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Progress Report</i>
<p>1.1.3.A Implement plan to concentrate admissions resources on NC, VA, SC, MD, & DE, utilizing Athletics and Alumni efforts to impact targeted broader geographic diversity.</p>	<p>Elaine Holden August 2017</p>	<ul style="list-style-type: none"> • RNL—Application Cultivator implemented. Robust series of mailings, emails, phone calls outside our standard communication flow. Increase of 42.63% in inquiries over previous year. • RNL-Geo-fencing (Digital Marketing) of 25 top feeder high schools in primary market • RNL-Forecast Plus Predictive Model Scoring to assist in guiding counselors and other key stakeholders to work with students who have a higher likelihood of enrollment. • Robust fall travel plan: 13 weeks of primary market travel, 11 weeks of secondary and tertiary including over 200 private visits and 140 college fairs. Completed 16 On-site admissions opportunities in primary markets in fall and targeted additional on-site visits in spring focused on high schools with Carolina Corps presence. • Alumni outreach—18 College Fairs and Award Assemblies were attended in addition to professional staff’s travel. • Accountability of student callers-Junior Admissions Representatives (JARS) to focus on primary and tertiary markets. Standardized and consistent calling. • Monthly goal setting plan at all levels of the funnel.
	<p>Annual Budget</p>	

<p>1.1.3.B Implement plan to provide more precise blend of need and merit discount aid to prospective students.</p>	<p>Elaine Holden, Kelli Hand August 2017</p>	<ul style="list-style-type: none"> • RNL—Advanced Financial Aid Solutions - went from a 3 tiered merit based scholarship program to a 5 tiered merit/need based approach starting fall 2018 entering class. Will continue to offer full tuition scholarship competitions for McCorkle and Spirit of Catawba students. Eliminated different scholarship amounts between commuter/boarders. • Extended deadline for academic departmental scholarship offered to new students. • Added History Scholarships due to restricted gift into portfolio of departmental scholarships which include Environmental Studies and Sustainability, Business, Teacher Education, Theatre and Music. • Redesigned the on-line net price calculator to promote easy access and use. • Pro-active work by our Enrollment Team (admissions and financial aid) began reaching out to families once first packages dropped in January 2018—to review and discuss to lessen impact of “summer melt” and holds hindering move-in/registration.
	<p>Annual Budget</p>	

<p>1.1.3.C Implement Common Application and meet target of 10% increase in overall applications and 7% increase in completed applications.</p>	<p>Elaine Holden, Steffanie West May 2018</p> <hr/> <p>Annual Budget</p>	<ul style="list-style-type: none"> • Common Application utilized as of August 2018. Increased volume of supplemental items to be tracked. • Began accepting self-reported test scores for admissions decisions on December 1st. • Instituted a priority admission deadline of November 1 to increase application submission/completion rate. • Note: Will need to keep an eye on application increase for publication/ mailing costs (Budget/possible additional funding). Using Forecast plus model score to differentiate some marketing materials. • Designed goal strategy for each line of funnel with additional communication to feeder high schools. • 7% increase in applications and 10% increase in completed applications.
<p>1.1.3.D Develop and implement plan to market (a) “college of access” for bright students, (b) constituency strategy (Honors, Academics, Co-Curricular), and (c) available EGAP opportunities.</p>	<p>Elaine Holden, Steffanie West August 2017</p> <hr/> <p>Annual Budget</p>	<ul style="list-style-type: none"> • Completed 12+ staff “Summer Sip” continuing education sessions about programs/opportunities at Catawba College. • Continue to use the 4 Core Values in our communication while testing the Catawba Impact messaging. Ongoing training with tour guides for intentionality of messages. • Targeted 3 FM-Radio Markets to encourage fall campus visit opportunities including Sport Health Science Day (Charlotte, Winston-Salem and Wilmington). Spring opportunity in Winston-Salem market and additional funding given for January 2018 radio ad (WFAE). (Restricted Gift) • Targeted counselor event on campus April 11-13, 2018. • Conducted Virtual Admission Counseling Appointments and On-Site Admissions when possible. • Dedicated staff member as EGAP coordinator. • E-Sports (EGAP) for Fall 2019 implementation.

<p>1.1.3.E Implement web optimization to enhance recruitment activities.</p>	<p>Elaine Holden, Tonia Black-Gold, Maegen Worley October 2017</p>	<ul style="list-style-type: none"> • Contracted with Hutman in December 2017 for a reskinning and update of current website. • Hutman and Maegen Worley worked in tandem with Admissions and RNL during spring semester for website optimization/ Google analytics and targeted page development; higher education best practices, mobile responsive, target ease of use for prospective students were focus areas. • Maegen Worley took the lead on guiding the reskinning, working in tandem with Admissions and including suggestions from RNL. • Training for PR staff and 26 Catawba faculty/staff on SEO work conducted in March 2018. • RNL assisted us in writing 5 of our most important website pages to optimize search results. • Academic program chairs completed questionnaires about their program offerings and provided to Maegen and Tonia Black-Gold who rewrote top level academic pages with SEO in mind. The top tier academic program pages were in the process of being rewritten when the academic year concluded. Work will continue into fall semester 2018 on lower level pages. • We are planning an end of July 2018 website launch and will unveil new website at Fall Conference, August 2018.
	<p>Annual Budget</p>	

<p>1.1.4.A Expand and enhance assistance for EGAP recruiters and develop relevant communication plans for their constituents. Work with non-EGAP academic departments to enhance recruitment efforts.</p> <p>Goals for Fall 2018 new enrolling students to include:</p> <ul style="list-style-type: none"> a) 76 students with intended majors in Ketner School of Business (KSOB); b) 45 students with intended major of Environment and Sustainability; c) 30 students with intended major of Sport Management; d) 25 students with intended major of Nursing; e) Each other academic department to set and achieve an enrollment goal of at least the same number of students as their individual “high water mark” since 2013; f) 25 new students engaged in Marching Band; 	<p>Elaine Holden, Kaitlin Carlin, Connie Lowery, Larry Leckonby September 2017</p> <hr/> <p>Annual Budget</p>	<ul style="list-style-type: none"> • KSOB-50 top FBLA schools located in primary market; communication flow from department to include letter with baseline institutional scholarship to encourage application; visits completed in Rowan Co., VA and Forsyth Co.; coordination of visit opportunity with spring 2018 CED’s; MD FBLA event in early Jan. Current deposits as of 7/9/18: 54. • Theatre Arts—alumni trained/packets; coordination of on campus events (Master Classes) to have an admissions presence and campus tour; use of model score to target communication; NC High school festival hosted on campus fall 2017. • Nursing—coordination of visit opportunity with Jan. and/or Feb. CED. Current deposits as of 7/9/18: 26. • EGAP coordinator created template and communication flow timing for institutional consistency. • Increased social media posting by Sport Mgmt on main Catawba FB page. Current deposits as of 7/9/18: 25. • Trained and designated Recruit user with all EGAP initiatives. • Refined plan for EGAP and Academic Recruiting initiatives with Provost. • Addition of EGAP—E-sports for Fall 2019. • Selected Academic departments to showcase during Spring CED’s. • Recruitment events with Author’s Symposium • Devo. Women’s Soccer recruiting took place in the spring semester after the February NCAA Soccer signing date. Current deposits as of 7/9/18: 11.
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<p>g) 6 students engaged in Developmental Women's Soccer;</p> <p>h) 6 students engaged in Developmental Men's Basketball;</p> <p>i) 12 students engaged in Track and Field.</p>		<ul style="list-style-type: none"> • Devo. Men's Basketball commitments took place in the spring semester after the April NCAA Basketball signing date. Current deposits as of 7/9/18: 14. • CC/Track & Field signed three NLI's in November. Additional recruiting commitments will take place in the spring semester after the April NCAA CC/T&F signing date. Current deposits as of 7/9/18: 34. • Marching Band director outreach to local schools, current deposits as of 7/9/18: 10 with EGAP designation. • Working to identify and designate faculty to train and support as academic recruiters. • 2 Environment and Sustainability Scholar Saturday events hosted in Spring 2018. Current deposits as of 7/9/18: 30.
<p>1.1.4.B Expand Recruit usage;</p> <p>a) Provide access and training for all designated EGAP recruiters; and</p> <p>b) Further develop our use of the Events and Travel portions of the CRM.</p>	<p>Elaine Holden, Joanna Jasper, Kaitlin Carlin, Steffanie West October 2017</p> <hr/> <p>Annual Budget</p>	<ul style="list-style-type: none"> • Working priority list coordinated with IT. • Ellucian training conference attended by CRM specialist. • Provided 2 training opportunities for Recruit EGAP/Departmental users. • Event portion of CRM piloted for several spring events with full implementation Fall 2019.

1.1.4.C Implement a robust Alumni Ambassadors program (including Alumni recruitment, training, and related budget) to assist with student recruitment in secondary and tertiary markets.	Elaine Holden, Erin Stringer September 2018	<ul style="list-style-type: none"> • Alumni Board—Admissions committee; VP of Enrollment serves as staff liaison. Weekly meetings between VP and Alumni Director. • Alumni Admissions plan implemented Spring 2018 with goal to engage 167 alumni in new student enrollment activities—175 have participated as of July 13, 2018 • Admissions staff foster relationships on road with alumni who expressed recent interest. • Coordinated alumni/church-relations/prospective student events in MD/NOVA January 2018. • Trustee contact with 116 “trustee level scholarship accepted students in late spring (planned for 2018-19 recruiting cycle to take place in January 2019).
	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.

<i>2017-18 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.	Connie Lowery, Jeff Bowe October 2017	No significant progress here. Our Charlotte/CPCC location had more new students in both fall and spring than Salisbury but we did not set a specific goal. The most common new spring student at CPCC is a post-bac BK student, which is 15-28 credit hours in 1-3 semesters, which is strong revenue. Staffing: With the loss of Dr. Bandy, we need to find a long-term solution to terminal degree coverage in Charlotte to maintain both SACSCOC and ACBSP coverage requirements.
	Annual Budget	
1.2.1.B Obtain approvals for and begin to implement new programs and curricula in Entrepreneurship, Accounting and Analytics.	Connie Lowery, Jeff Bowe December 2017	Entrepreneurship is approved; implementation has been tabled due to staffing restrictions. The current plan is to recruit during AY 2018-2019 for a fall 2019 launch Accounting is up and running and we had our first graduates in 2017. Analytics at Masters level---in progress, have met with SAS in Cary who will partner with us. Have been working on designing program through evaluating about 52 programs across the country. Have financial model done. Will complete SACSCOC Substantive Change for submission by December 2018.
	Annual Budget	

1.2.2.A Conduct feasibility studies for two designated programs with significant regional demand.	Connie Lowery, Jeff Bowe December 2017	<p>One of these is the Masters in Analytics (note above). The other is at BS in Data Sciences or Information Technology (the exact name is still being determined) housed in the Math and Computer Science department to better reflect that it is a computer and technology degree.</p> <p>We are working with CPCC and RCCC to build a 2+2 degree, to replace the current BBA Information Systems concentration which does not have the right technology structure to provide our graduates significant employment opportunities.</p> <p>We have identified a 60 hour transfer map, and 2 concentrations in a new BS degree. We have determined that the new BS degree is the same CIP code so it does not require SACSCOC or DOE approval. The plan is to get the degree to curriculum in September and full faculty in October 2018.</p>
	Annual Budget	
1.2.2.B Finalize articulation agreement with SPCC for offering additional business programs at their campus.	Connie Lowery, Jeff Bowe December 2017	<p>This initiative has encountered roadblocks. SPCC dropped their evening programming, and had some staff changes.</p> <p>We have been invited to the CPCC Levine Campus and are working on an implantation for either spring 2019 or fall 2019, with their Dean driving recruitment. We are also talking with CPCC Merancas about holding courses on that campus.</p>
	Annual Budget	

1.2.3.A Design and begin to implement a comprehensive marketing plan highlighting Catawba’s distinctive evening programs, unique facilities, and outstanding location in central North Carolina.	Connie Lowery, Jeff Bowe December 2017	With no specific budget, it's hard to do this. Currently, we have increased our pay-per-click (PPC) Google campaign by separating Charlotte and Salisbury targeting using more geographic segmentation variables (meaning, designing ads for each area and then limiting ads to those areas using geographic identifiers), and are trying more Facebook ads again. We have entered into a 6-month agreement with a PPC consultant to help guide this, and have seen significant improvements in click through and targeting. We have added web pages to highlight the free class offer to full time community college students to draw them into our pipeline while they are still community college students, and will use geographic targeting around the community colleges to display those. We have also added pages focusing on adult transfer students.
	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>2017-18 Plans</i>	<i>Responsible/ Target Date(s)/ Resources</i>	<i>Progress Report</i>
1.3.A Complete reconstruction of “Gateway” courses.	Connie Lowery, Forrest Anderson May 2018 Restricted Funds	Math classes have been identified and 4 of the 5 faculty have agreed to participate. They attended the Gateway Course conference sponsored by JNGI and will work over the summer 2018 to revise and re-conceptualize Math introductory/GenEd courses, utilizing “metacognition” as a theme.

<p>1.3.B Complete work on Values Proposition proposals for action by Board of Trustees in October and begin implementation by end of fall semester.</p>	<p>Connie Lowery, Forrest Anderson December 2017</p>	<p>BOT endorsed Values Proposition Initiatives (VPI) at October 2017 meeting. 4 working groups were formed to develop goals and implementation proposals and strategies. A timeline for implementation was developed.</p>
	<p>Restricted Funds</p>	<p>Going forward, the VPI will be referred to as the “Catawba Impact.” Grant funding was received that will allow for the development of hubs for Research/Creativity and Travel in the library. A Director for the Internship initiative has been hired. We are currently looking for an internal candidate for the Research and Creativity initiative.</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>2017-18 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Progress Report</i>
2.1.1.A Successfully complete accreditation of Ketner School of Business by ACBSP.	Connie Lowery May 2018	The Ralph W. Ketner School of Business has been successfully accredited by ACBSP and received official notification January 26, 2018. Eric Hake, Jeff Bowe, and Stephen Hiatt attended the formal accreditation ceremony on June 10th, 2018, in Kansas City, MO. Our accreditation had one note regarding standard 5.5.1: appropriate teaching loads should not exceed a 4 x 4 teaching load. Documentation to provide an update (Quality Assurance Note) have been accumulated and a report will be submitted as outlined in the notification letter prior to September 15, 2018.
	Annual Budget	
2.1.2.A Continue to infuse White Paper on Institutional Philosophy on Education's elements by requiring any new majors or programs to identify to the faculty how the program uses the White Paper principles.	Connie Lowery, Curriculum Committee April 2018	This initiative was not addressed during 2017-2018 academic year.
	Annual Budget	This may be a component of the Center for Engaged Learning and Teaching in AY 2018-2019.
2.1.6 Develop full plans for implementation of a Center for Learning and Teaching in conjunction with re-envisioning of the library.	Connie Lowery, Earl Givens, Joanna Jasper April 2018	Grant funds were secured from Cannon Foundation and LSTA to develop an experimental, collaborative classroom in the library, as well as redesign the library space into a learning commons and hubs for the Catawba Impact. The Center for Engaged Learning & Teaching will be incorporated into the re-envisioned library.
	Donor Funds, Annual Budget	

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.

2017-18 Plans	Responsible/ Target Date(s)/Resources	Progress Report
2.2.1.A Begin implementation of accelerated accounting program and obtain final approvals for 5 th year MACC for implementation in Fall 2018.	<p>Connie Lowery December 2017</p> <p>Donor funds</p>	<p>The opportunity for students to complete the 150-hour requirement within their 4 years of study is now part of the course catalog and being used by advisors to encourage this option. The 5th year MACC program has been approved by the graduate council and by SACSCOC. We now must submit to DOE for final approval.</p> <p>Given the approvals needed by third party organizations and the sequential nature of those approvals, our estimate is we will begin offering the graduate degree for the 2019/2020 AY. There is still approximately \$400,000 in the accounting restricted gift that is being used to fund one current faculty. Our estimate is that we will need approximately \$150,000 incrementally per year to support the MACC program (salary for incremental terminally qualified faculty, subscriptions/periodicals, and marketing). The breakeven point to cover the \$150,000 annual cost estimate for the program is 6 students.</p>

2.2.1.B Develop and implement initial offerings in Adult Continuing Education and Professional Development	Connie Lowery December 2017	We offered continuing education classes starting in November (Notary and E-Notary) and offered a ten-part Medical Coding Training course starting in January. This program will be phased out and discontinued due to low enrollments that did not support the full costs of the program. More marketing funds are likely necessary for this program to be successful.
	Self-funding	
2.2.2.A Complete plans for Communications Department and revised curricula for implementation in fall 2018.	Connie Lowery November 2017	The curriculum committee approved the revised BA - Communication major as presented and it went into effect immediately. The Digital Media Production (DMP) major was being submitted to the curriculum committee by December 1 st as planned. We will have to submit this program to SACSCOC and the DOE for approval before awarding degrees but we began offering previously approved classes in DMP in January.
	Annual Budget/ TBD	
2.2.3.A Implement first cohort of pre-licensure BSN program and complete SACSCOC submissions for review.	Connie Lowery October 2017	<p>SACSCOC approval was awarded in December 2015 to begin a Nursing Program with two options:</p> <ol style="list-style-type: none"> 1. RN-BSN Completion option for associate degree prepared RNs or Diploma prepared RNs and 2. BSN pre-licensure option for traditional students or transfer students who are not licensed RNs. <p>RN-BSN Completion option students began taking courses in fall 2016. The first RN-BSN class graduated in May 2018. An inaugural cohort of nine (9) BSN pre-licensure students were admitted to the Upper Division and began taking the junior level nursing concentration courses in August 2017. The next BSN pre-licensure cohort will begin taking nursing concentration courses in August 2018.</p> <p>A new Chair of Nursing, Dr. Valerie Rakes, was hired in May 2018, after the departure of Dr. Ingram. An additional faculty member was hired in July 2018.</p>
	Donor Funds	

2.2.3.B Obtain all required internal approvals for creation of School of Health Sciences and prepare for implementation in AY 2018-19 with specific program and enrollment targets.	Connie Lowery, Jim Hand, Jim Stringfield October 2017	The School of Health and Human Performance was established in April 2018. Currently, the School consists of the Departments of Nursing and Sport and Health Sciences. Dr. Jim Hand is serving as Founding Dean of the School.
	Annual Budget	Dr. Hand and the faculty will work on full implementation plans, as well as program and enrollment targets during the Fall 2018 semester.

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.

2017-18 Plans	Responsible/ Target Date(s)/Resources	Progress Report
2.3.1.A Finalize, obtain approvals for and begin to implement Catawba Values Proposition proposal to infuse high impact curricular and co-curricular practices structured around Catawba's core values.	Connie Lowery, Forrest Anderson December 2017 Annual Budget/ Restricted Funds	See 1.3.B.

<p>2.3.2.A Increase student participation in newly available international opportunities presented by new consortium agreement.</p>	<p>Connie Lowery, Steve Coggin December 2017</p>	<p>After approval of the USAC consortium agreement in fall 2016 we began recruiting students. This was done at the International Fair, with posters around campus and conversations with students. Steve Coggin attended a training workshop in summer 2017 at the USAC headquarters in Reno, NV to learn about their systems and how to market their programs. Several students have been accepted for international study through USAC:</p> <ul style="list-style-type: none"> • Shelby Vasich studied French language and culture with the USAC program in Lyon, France during spring semester 2018. • Three students are studying abroad in the summer of 2018 with USAC. <ul style="list-style-type: none"> ○ Leah Huggins - Cork, Ireland - May 27-July7 ○ Rebecca Smith - Seoul, Korea - June 21-August 6 ○ Daniel Morrison - London, England - June 26-August 1 • In fall 2018 two students, Romeo Snider and Nathan Hosack, will study French language and culture in Lyon, France. <p>The consortium agreement with USAC is already paying dividends with more international study opportunities for our students. During the Summer, several faculty and staff leaders visited schools in Costa Rica to explore restarting a Catawba Summer Spanish program. A report of their findings has been developed and presented to the Provost's Office for consideration.</p>
	<p>Annual Budget/ Restricted Funds</p>	

<p>2.3.3 Consider proposed Leadership Program for adoption and implementation.</p>	<p>Ken Clapp October 2017</p>	<p>Deferred to 2018-19 so that work on this initiative can be incorporated as part of the 'service' hub of the Values Proposition (now being branded as “Catawba Impact”).</p>
	<p>TBD</p>	

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

2017-18 Plans	Responsible/ Target Date(s)/Resources	Progress Report
2.4.A Implement new specialized Digital Media lab for business and theatre students in Ketner Hall	Connie Lowery, Joanna Jasper, Frannie Taylor September 2017	Completed in Ketner 210. Temporarily moving to Whitener Room in Student Center so that College will continue to have access to this resource while Ketner building is offline.
	Donor Funds	
2.4.B Finish upgrading the presentation technology in all technology-equipped classrooms.	Joanna Jasper, Connie Lowery Summer 2018	Project funded by donor gift. Classroom technology systems integrator (ClarkPowell) has been engaged to install technology in 16 new classrooms and to upgrade technology in 24 classrooms. Installation occurring 7/23 – 8/3 and the week of 8/13. Classrooms will have high resolution, high lumen (bright) laser projectors (no bulbs to replace) and support both wired and wireless HDMI connectivity (VGA connectivity will continue to be supported, but is legacy technology at this point).
	Currently Unfunded; Funding Must Be Determined By 12/17.	
2.4.C Upgrade CENV lab hardware to run ArcGIS and library info commons to virtual desktop and thin client.	Joanna Jasper, Connie Lowery September 2017	Complete.
	Donor Funds/Grant Funds	

2.4.D CatLink upgrade (to LifeRay and Luminis 5 portal technology) for mobile-friendly design, search, ongoing viability and support	Joanna Jasper, Shawn Moore May 2018	Given other priorities (online statements, CatLinkGO mobile app, Banner 9, event management and ticketing) and possible new portal direction at Ellucian given new Ethos technology (APIs and web services to connect Banner with other systems), this project is delayed. New timeline to be determined.
	Operating Budget	
2.4.E Implement CatLink Mobile App (powered by Ellucian Mobile).	Joanna Jasper, Shawn Moore November 2017	Delivered spring 2018. Includes functionality for students to check their holds, class schedule, and grades, as well as to see their student statement and make payments online. Provides single sign-on access to CatLink and Blackboard Learn. Includes campus contact directory, maps and directions, links to online giving and admissions information, including the online application.
	Operating Budget	
2.4.F Upgrade campus firewall technology to 5Gbps.	Joanna Jasper, Rodney Rymer Summer 2017	Complete.
	Donor Funds	
2.4.G Complete process to upgrade faculty laptops including hybrid laptop-tablet options (e.g. Surface).	Joanna Jasper, Rich Kolbasowski December 2017	Complete.
	Donor Funds	

2.4.H Begin process to upgrade staff laptops	Joanna Jasper, Rich Kolbasowski Summer 2018	Currently prioritizing this project behind classroom and lab technology upgrades and IT work related to taking Ketner offline this summer. Now predicting December 2018 completion.
	Lease	
2.4.I Complete transition to Microsoft directory, file, and print services (from Novell)	Joanna Jasper, Rodney Rymer Summer 2018	College is live on Microsoft services, running Novell in parallel. College computers are being converted to Microsoft Active Directory as they are replaced by new models. Now predicting December 2018 completion in terms of getting all devices connected to Active Directory instead of Novell.
	Operating budget	
2.4.J Blackboard Learn Upgrades (cloud, Banner interface, latest version)	Joanna Jasper, Chad Lewis May 2018	Completed building a new interface between Blackboard and Banner and upgrading to latest version of Blackboard. Still researching options and costs for moving Blackboard Learn to the cloud.
	Operating budget	
2.4.K Implement online student statements and bill payment	Joanna Jasper, Nelson Murphy, Richard Darr November 2017	Complete.
	Capital & operating budget	
2.4.L Replace Oracle Forms Banner 8 data entry with Banner 9 Admin Pages	Joanna Jasper, Shawn Moore Summer 2018	Banner9 Admin pages is installed in all Banner environments (TEST, TRNG, PROD) and is running concurrently alongside Banner8. Many offices have been trained to use Banner9. Banner9 training and conversion will continue through the fall. IT will likely make Banner8 unavailable in the October timeframe to be sure everyone makes the Banner9 transition well before the 12/31/18 end of support for Banner8 deadline.

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>2017-18 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Progress Report</i>
3.1.A Implement landscaping improvements across campus.	Nelson Murphy, Frannie Taylor November 2017	Multiple improvements implemented across campus thanks to generous donor gifts, including significant tree removal, new landscaping around buildings, hardscaping and runoff abatement in Abernathy village and clean-up of campus and college properties; additional plantings will take place in Fall.
	Donor Funds	
3.1.B Finalize decisions on refurbishment of Newman Park; explore other facilities, complete funding plans, and determine construction and occupancy timelines.	Brien Lewis, Nelson Murphy, Larry Leckonby October 2017	Exploring options for a potential downtown ballpark in partnership with City of Salisbury and others; developed contingent plans for more limited refurbishment of Newman Park; completed work with City and implemented necessary infrastructure changes to address water runoff.
	Donor Funds/TBD	
3.1.C Complete conversion of Heath Hill from residence facility to Alumni House to serve as Development Office and headquarters for visiting alumni.	Brien Lewis, Meg Dees, Frannie Taylor	Completed fall 2017 and served as central hosting place for alumni during Homecoming.
	Grant Funds	

3.2 Implement an annual repair and renovation program.

<i>2017-18 Plans</i>	<i>Responsible/Target Date(s)/Resources</i>	<i>Progress Report</i>
3.2.A Complete second phase of two phase refurbishment of Salisbury-Rowan Residence Hall roof and HVAC.	Nelson Murphy, Frannie Taylor August 2018	Summer 2018 project; funding secured thanks to generous donor gift. Project on schedule (cost and timing).
	Donor Funds/Grant Funds	
3.2.B Complete refurbishment of Ketner Hall roof and HVAC.	Nelson Murphy, Frannie Taylor August 2018	2018-19 project that will require taking the building offline from Summer 2018 through Spring Semester 2019; funding secured thanks to generous donor gifts. Plans completed, offices vacated, work began July.
	Donor Funds/Grant Funds	

3.3 Develop and implement policies and procedures re: sustainability.

<i>2017-18 Plans</i>	<i>Responsible/Target Date(s)/Resources</i>	<i>Progress Report</i>
3.3.A Complete comprehensive Sustainability Plan and begin to implement its policies and procedures.	Brien Lewis, John Wear December 2017	We are currently in the process of developing a Sustainability Plan Committee that will be working to refine goals and objectives of the Sustainability Plan. In addition, we are examining ways to engage faculty, staff and students in achieving those goals and objectives.
	Annual Budget/ Donor Funds	

3.3.B Complete implementation of new fixtures and bulbs to execute changeover to LED lights across campus.	Nelson Murphy, John Wear October 2017	Project completed. Delivering on intended financial benefits.
	Donor Funds	

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

<i>2017-18 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Progress Report</i>
3.4.A Complete 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, Tonia Black-Gold, Ashley Pierce, Nelson Murphy October 2017 Donor Funds	Plan completed for implementation beginning in 2018. However, due to Ketner Hall going offline in '18-'19 academic year and the focus on the library as the Center for Engaged Learning and Teaching, our internal display spaces that can be secured and monitored for art installations are presently diminished on campus. We continue to participate in the Salisbury Sculpture Show and have a new sculpture displayed on campus through February of 2019.

4 STUDENT CENTEREDNESS

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

4.1 Provide new and enhanced housing options.

<i>2017-18 Plans</i>	<i>Responsible/Target Date(s)/Resources</i>	<i>Progress Report</i>
4.1.A Complete second phase of two phase refurbishment of Salisbury-Rowan Residence Hall roof and HVAC.	Nelson Murphy, Frannie Taylor, August 2018	Summer 2018 project; funding secured thanks to generous donor gift. On schedule for cost and timing.
	Donor Funds/Grant Funds	

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

<i>2017-18 Plans</i>	<i>Responsible/Target Date(s)/Resources</i>	<i>Progress Report</i>
4.2.A Informed by Campus Master Plan, begin to implement plans for improving and enhancing spaces within the Cannon Student Center including Leonard Lounge.	Nelson Murphy, Frannie Taylor, Connie Lowery December 2017	New furniture and carpet installed throughout Student Center. Additional projects underway.
	Donor Funds	

4.3 Enhance student recreational facilities and programs.

<i>2017-18 Plans</i>	<i>Responsible/Target Date(s)/Resources</i>	<i>Progress Report</i>
4.3.A Continue to expand staffing of recreational facilities for general student use.	Connie Lowery, Nelson Murphy, Emily Schneider, Larry Leckonby September 2017	Deferred to 2018-19.
	TBD	
4.3.B Continue to pursue initiatives that would provide funding for the installation of an artificial surface in Shuford Stadium for Marching Band practices and additional access for intramural and club sports programs.	Nelson Murphy, Larry Leckonby, Connie Lowery November 2017	Athletics has requested that \$1M be included in the upcoming Campaign for the artificial turf project, in addition to utilizing net tuition revenue from new 2018 marching band students towards any annual debt for the project. To date, 20% of the project has been funded through gifts and pledges.
	TBD	
4.3.C Pursue initiatives that would provide funding for the installation of lights at softball facility to allow for evening games and additional access for intramural and club sports programs.	Larry Leckonby, Jeff Childress, Meg Dees January 2018	Athletics has requested that \$250K be included in the upcoming Campaign for the softball lights project. Major gift solicitation is underway now for the project. To date, over 20% of the project has been funded.
	Donor Funds	

4.4 Enhance student engagement and academic support services and facilities.

<i>2017-18 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Progress Report</i>
4.4.A Fully implement new Student Success Center with additional space for academic and student support services including tutoring and testing.	Connie Lowery, Nelson Murphy, Frannie Taylor August 2017	Completed with full space for tutoring, testing, and student academic support services fully relocated to first floor of Hedrick Administration Building. Subsequent planning to move internships and Career Services to current Registrar space allowing for more dedicated student space.
	Annual Budget/ Donor Funds	

4.5 Enhance student career support services and programs.

<i>2017-18 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Progress Report</i>
4.5.A Implement new Internships Director position and incorporate role and activities (including tracking of job placement outcomes) into new Student Success Center and development of Values Proposition.	Connie Lowery, Forrest Anderson, Connie Lowery September 2017	Completed with hiring of new internship director, who has already initiated several new projects and opportunities. The new director of internships has also worked with different stakeholders to better standardize the registration process for an internship to allow for better tracking of outcomes. Exit Survey for graduating class of Spring 2018 revealed that 73% of respondents indicated participating in an internship or practicum during their time at Catawba. This is the first time that this question was included on the exit survey and will serve as baseline data for future years.
	TBD	

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

<i>2017-18 Plans</i>	<i>Responsible/Target Date(s)/Resources</i>	<i>Progress Report</i>
4.6.A Complete Intercollegiate Athletics Strategic Plan and outline initial steps for implementation.	Brien Lewis, Larry Leckonby March 2018	Tying into 2018-19 strategic planning initiative.
	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>2017-18 Plans</i>	<i>Responsible/ Target Date(s)/ Resources</i>	<i>Progress Report</i>
5.1.A Continue to seek private support for debt reduction as part of the Comprehensive Fundraising Campaign.	Brien Lewis, Meg Dees May 2018	Completed campaign, which included significant gifts for debt reduction.
	Donor Funds	
5.1.B Continue to meet Department of Education financial ratios and all bank covenants related to debt financing.	Nelson Murphy May 2018	DOE ratio score of 2.35 (goal to score 1.5 or higher); met all bank covenants.
	Annual Budget	

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

<i>2017-18 Plans</i>	<i>Responsible/ Target Date(s)/ Resources</i>	<i>Progress Report</i>
5.2.A Conduct detailed review of market factors for tuition and housing costs, scholarship and discounting packaging, and related elements in determining tuition and fees for 2018-19 and 2019-20 by October 2017 Board of Trustees meeting.	Brien Lewis, Elaine Holden, Nelson Murphy September 2017	Tuition increase of 2% for 2018-19 approved by Board of Trustees at October 2017 meeting.
	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>2017-18 Plans</i>	<i>Responsible/Target Date(s)/Resources</i>	<i>Progress Report</i>
5.3.A Establish and achieve balanced budget with priority list for use of any new annualized revenues.	Brien Lewis, Nelson Murphy April 2018	Still working toward this goal.
	Annual Budget	
5.3.B 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 2018	Thanks to generous donor gifts we have addressed many deferred maintenance and capital projects. Additional funded projects will be completed in 2018-19. New priority list developed to address this continuing goal.
	N/A	

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

<i>2017-18 Plans</i>	<i>Responsible/Target Date(s)/Resources</i>	<i>Progress Report</i>
5.4.A Complete public phase of Comprehensive Fundraising Campaign in December 2017 and celebrate Campaign Finale event in April 2018.	Brien Lewis, Meg Dees December 2017/ April 2018	Campaign completed December 2017 and surpassed its original goal of \$60 million by 22% for a record total of \$73,232,444. Celebrated Campaign Finale event on 4/6/18.
	Annual Budget/ Donor Funds	

5.4.B Complete restructuring of Development Office and complete plans for next major fundraising campaign with specific strategic focal targets.	Brien Lewis, Meg Dees April 2018	Interim VP and new Annual Giving Director came aboard during Fall 2017. Leadership team in place and plans for next campaign underway for launch at Homecoming 2018.
	Annual Budget/ Donor Funds	
5.4.C Develop a specific set of plans and targets for each program within the Division of Development including annual giving, planned giving, major gifts, and alumni & parent relations.	Brien Lewis, Meg Dees October 2017	Completed and part of regular dashboard review by Cabinet.
	Annual Budget/ Donor Funds	

6 PEOPLE AND PLACE

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

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

<i>2017-18 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Progress Report</i>
6.1.A Continue as resources permit to move towards benchmark compensation targets for each faculty and staff member as well as implementing increased retirement match.	Brien Lewis, Nelson Murphy October 2017	No progress this fiscal year on improvements to retirement match. Initiated updated benchmark study to be completed in 2018-19.
	Annual Budget/ TBD	

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

<i>2017-18 Plans</i>	<i>Responsible/Target Date(s)/Resources</i>	<i>Progress Report</i>
<p>6.2.A Implement new Center for Personnel Engagement and Development with newly established Director and Advisory Board; develop new programs and build on Catawba Compass program.</p>	<p>Brien Lewis, Kimberly Weemhoff August 2017/January 2018 Annual Budget</p>	<ul style="list-style-type: none"> • Established Advisory Board of CPED (consists of 15 members) • Deployed an engagement survey to all employees, Board used the results of this to move forward with events for employees. These consist of: <ul style="list-style-type: none"> - Roundtable Discussions (have been centered around TED talks) - Lunch and Learns (have had 1 successful one and have several planned for the spring.) - Whatever Makes You Happy Hour (used to showcase departments and those in them, as well as offer an opportunity to engage with one another in a relaxed environment.) • Catawba Compass & Onboarding for new employees: <ul style="list-style-type: none"> - Have continued to offer monthly meetings for new employees for opportunities to learn about different departments on campus.

<p>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.</p>	<p>Erin Wood, Larry Farmer, Emily Schneider, Wellness Committee April 2018</p>	<p>The Wellness Committee continues to function as a source of healthy living habits. The Committee is working on how to get our faculty and staff more involved in the projects proposed and set up by the Committee. Participation is still too low based on our employee numbers.</p> <p>Implemented tracking method to keep Wellness Committee, Student Affairs, Human Resources, and Title IX programming monitored and easily reportable. a) So far this AY we've implemented many training and programming events held in-person and online for all members of campus – faculty, staff, and students – to prevent and address sexual violence, e.g. Student Affairs efforts (It's on Us, Sign Pledge, WALK, etc.) and Title IX programming (A Call to Men speaking event for all campus, consent training requirement for all first-year students, new employee onboarding, etc.). The total number of offerings in this category will continue to grow.</p>
<p>6.2.C Continue to increase education and training across campus on Title IX issues; finalize and implement new policies and procedures.</p>	<p>Brien Lewis, Erin Wood November 2017</p>	<p>Education and training programs and certifications are continuing for all members of campus. Student consent training and first-year & student athlete programming completed in Fall. Initiating monthly Title IX Team trainings, as well as continuing to send TIX Team members to certification trainings annually, whenever possible. On-site TIX certification training for civil rights investigators in May, 2018.</p>
	<p>Annual Budget/ Donor Funds</p>	

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

<i>2017-18 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Progress Report</i>
6.3.A Explore opportunities to expand programming and other opportunities at new Lee Street Downtown location in Salisbury.	Brien Lewis, Nelson Murphy, Connie Lowery, Tonia Black-Gold, Jay Abraham October 2017	Lee Street space currently being used for storage and was used in much of 2017-18 as staging space for LED lighting project. Further possible usages include performing arts activities and off-site” book depository for relocating of stacks from the library to make room for activities within the re-envisioned library.
	Annual Budget/ TBD	
6.3.B Engage with Growing Rowan County initiatives to ensure connection to and support of these activities.	Brien Lewis, Tonia Black-Gold, Connie Lowery, Nelson Murphy December 2017	Several cabinet members and academic leaders involved in GroRoCo discussion and planning groups. Due to website redesign work that began in spring and continued through summer 2018 and other time-sensitive campus commitments, Tonia Black-Gold has not been a regular attendee or active participant in the GroRoCo marketing committee that meets monthly.
	Annual Budget/TBD	

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

<i>2017-18 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Progress Report</i>
6.4.A Continue to enhance capabilities of (and use of) alumni outcomes tracking for assessment, stewardship, and network opportunities for alumni and current students.	Meg Dees, Erin Stringer, Kimberly Weemhoff December 2017	Significantly improved graduate tracking survey results with over 60% response rate from 2016 alumni showing 94% were employed or in graduate/professional school.
	Annual Budget/ Donor Funds	Alumni Office continues to enhance capacities and develop new initiatives to identify and connect alumni.

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

<i>2017-18 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Progress Report</i>
6.5.A Finalize discussions as part of new Strategic Focus process about criteria for pursuing University status endorsed by the Board of Trustees.	Brien Lewis January 2018	Conducted survey of alumni, faculty, staff and students in fall 2017. Research completed and shared with Board of Trustees on logistical issues and timeline connected to potential renaming with University status.
	N/A	

APPENDIX A: DRAFT SMaC [Specific, Methodical and Consistent] RECIPE (revised):

1. Remain intimate: no classes over 40 and keep 15:1 student-faculty ratio.
2. Target specific academic programs where we have the opportunity to be distinctive: Environmental, Business, Health Sciences, and Performing Arts.
3. We're proud of our employees. Attract and retain them by meeting or exceeding competitive compensation benchmarks and engage in continuous professional development.
4. Retain North Carolina as our admissions focus and only recruit out of state in specifically targeted markets.
5. Keep student services simple and user-friendly. Deliver as many services as feasible in "one stop shops" and through smart phone applications.
6. Keep the family and people feeling in our campus atmosphere.
7. Apply the "Disney Standard" to the campus: clean, no litter, outstanding landscaping, no deferred maintenance, and no "backstage onstage".
8. Starting and Stopping: Any new degree program or co-curricular activity requiring additional staffing must generate surplus revenue within 36 months; If we are not proud of something we are doing, improve it to the point where we are proud of it within 24 months or stop doing it.
9. Maintain consistent and professional brand standards on all public facing materials.
10. Conduct all activities and implement all initiatives through the lens of sustainability and minimizing environmental impact.