



Catawba Annual Plan 2015-16
Mid-Year Progress Reports – 1/12/2016

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.

2015-16 Plans	Responsible/ Target Date(s)/Resources	Mid-Year Progress Report
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	Complete-test optional information is fully integrated into admissions publications and communication flow. TO tracking appears in the weekly admissions report highlighting both number of TO applicants and profile of admitted TO candidates. Admissions will continue to work with Students Affairs/retention to track retention and academic success of students admitted under the TO program.

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	Defer until further notice.
	N/A	
1.1.3.A Implement new communications flow and integrate fully with Recruiter software.	Cindy Barr April 2016	Phase 1 complete- new communication flow with custom variables launched for the following groups: HS juniors, prospect and inquiry HS seniors, applied, accepted, deposit paid freshmen, transfers (prospect, allied, accepted, deposited), and parents of applied, accepted, and deposit paid students. The only targeted group we have not been able to execute is the guidance counselor flow. The travel component of Recruiter has not been explored or utilized and there are elements of special events that have not been fully integrated. There is still work to be done to fully maximize analytics for admissions travel and associated ROI.
	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 October 2015	We continue to emphasize ease of transfer from area community colleges to prospects in both SEGS and Day programs. This is part of the fabric of our ongoing operations/collaborations with Admissions and SEGS. As new programs are added, we reemphasize on the web and in our print and advertising materials, how easy it is to transfer into these. A perfect example is the new RN to BSN program added to the SEGS offerings in spring 2016. Primary responsibility for transfer recruitment has shifted from Elaine Holden to Laura Gilland. The transfer recruitment publication is in design with TWG+. Transfer information has also been integrated into the new Campus Visit Folder which will be used for events and daily campus visits in spring 2016. Catawba will not be a signatory institution on the new
	Annual Budget	

		Independent CAA agreement but will continue to honor the old CAA agreement and review courses on a case by case basis.
1.1.4.A Refine and expand Recruiter usage; achieve fluency with the system.	Cindy Barr, Joanna Jasper October 2015	Ongoing- The staff is increasingly familiar with basic day to day usage and issues but there are still elements of the program that have not been fully explored (Travel and elements of special events). Implemented: <ul style="list-style-type: none"> • Online letters of recommendation • Added optional short answer questions and personal URL fields to application • More information available in online application folder • Communication campaigns to parents Upgraded from version 3.5 to 3.8.1 and moved to cloud platform
	Annual Budget	

<p>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</p>	<p>Cindy Barr, Rex Otey November 2015</p>	<p>Initial Conversations in progress to establish protocol for Alumni coverage for College fairs for spring. Admissions has offers to utilize Trump golf course in Mooresville, NC and the Microsoft offices in New York, NY. Will begin planning events for spring to assist with making connections with Juniors for 2017 and wrapping up seniors for 2016. Will propose joint alumni and admissions events for both locations in hopes of achieving a critical mass in terms of attendance.</p> <p>The Development Office continues to offer opportunities to both the Board of Visitors and Alumni Board of Directors to support and impact recruiting. Members of each board meet with guidance counselors, work recruiting fairs and personally recruit students in their areas.</p>
	<p>Annual Budget</p>	

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>2015-16 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Mid-Year Progress Report</i>
1.2.1.A Set targets for enrollment growth at CPCC site and address staffing needs accordingly.	Michael Bitzer, Jeff Bowe October 2015	Developing target goals for AY16-17 enrollments at both CPCC and Catawba campus by March 1, 2016.
	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	Charge Curriculum and Instructional Support committees in January with developing proposal for faculty consideration of hybrid courses.
	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	To be determined in spring semester.
	Annual Budget	

1.2.2.C Implement professional accounting program at CPCC site.	Michael Bitzer, Jeff Bowe December 2015	Done.
	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	This initiative seems tied to SEGS eventual move to Recruiter. Jeff and Cindy touch base but no formal initiatives have been put in place. Need additional IT staffing to move this initiative forward
	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>Mid-Year Progress Report</i>
1.3.A Continue to assess and evaluate conditionally admitted students and their results year-to-year.	Sheila Brownlow, Andie Lynch February 2016	Report pending spring 2016.
	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.

2015-16 Plans	Responsible/ Target Date(s)/Resources	Mid-Year Progress Report
2.1.1.A Successfully complete SACS-COC accreditation reaffirmation.	Michael Bitzer, Barry Sang December 2015	Completed. Reaffirmation of accreditation, with no monitoring required, by SACSCOC at December annual meeting.
	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	First semester operations concluded with 70 out of 72 targeted students completing requirements. Expansion to other sophomores and students for the spring.
	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	Consideration of combining GEAR and APA to be discussed in the spring semester.
	Annual Budget	
2.1.1.D Commit to achievement of selected accreditations by Ketner School of Business for ACBSP.	Michael Bitzer, Jay Abraham April 2016	Preliminary report reviewed by ACBSP mentor assigned to the KSOB, who will develop needed information for us to submit by end of spring 2016.
	N/A	

<p>2.1.1.E Hire Information Services Librarian & Instruction Coordinator; Hire Instructional Technology Librarian</p>	<p>Michael Bitzer, Steve McKinzie, Joanna Jasper, December 2015</p> <hr/> <p>Annual Budget</p>	<p>Position on hold pending available resources.</p>
<p>2.1.2 Continue to infuse White Paper on Institutional Philosophy on Education's elements by:</p> <ol style="list-style-type: none"> 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>Michael Bitzer April 2016</p> <hr/> <p>Annual Budget</p>	<ol style="list-style-type: none"> 1. Departments charged with review of all academic programs and report back to the Provost by March 8, 2016 with status. 2. Provost and Curriculum Committee to meet and discuss revamping submission forms for inclusion of White Paper principles; submission to faculty for approval afterwards.

<p>2.1.3 Continue to implement strategic plan for enhancing Honors Program by:</p> <ol style="list-style-type: none"> 1. Enhancing marketing. 2. Enhancing co-curricular opportunities and student leadership of program. 3. Determining new graduation requirements. 	<p>Michael Bitzer, Maria Vandergriff-Avery May 2016</p>	<p>To be focused on in spring 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>To be focused on in spring 2016.</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>Minor changes to be made to Standards and Principles documents for consideration at February Board meeting.</p>
<p>Annual Budget</p>		

<p>2.1.6.B Explore the establishment of a Center for Advanced Teaching & Understanding (CATU) for housing a Center for Learning Technology, along with other pedagogy development opportunities and instructional support (Writing Center, Math Center, other aspects); Explore funding opportunity and grant proposals to support this initiative.</p>	<p>Michael Bitzer, Joanna Jasper, Instructional Support Committee March 2016</p>	<p>Working group of faculty members developing proposal for submission to the Provost.</p>
<p>TBD</p>	<p>Searches being conducted for the following:</p> <ul style="list-style-type: none"> • 2 faculty in English (replacement) • History (replacement) • Politics (replacement) • Psychology (replacement) • Popular Music (completed) <p>Strong considerations needed for faculty position in:</p> <ul style="list-style-type: none"> • Biology (new hire in human biology to support Health Sciences) • Psychology (new hire to support Health Sciences) 	
<p>2.1.6.C Develop and implement schedule of faculty searches and hires.</p>		<p>Michael Bitzer November 2015</p>
<p>Annual Budget/ TBD</p>	<p>Submission of academic course offerings will begin in January 2016 for AY16-17.</p>	
<p>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.</p>		<p>Michael Bitzer February 2016</p>
<p>Annual Budget</p>		

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	See attached document from Kurt Corriher. (<i>Appendix A</i>)
	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.

2015-16 Plans	Responsible/ Target Date(s)/Resources	Mid-Year Progress Report
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, Jay Abraham December 2015	Review of creating 5 th year accounting program to be submitted in the spring by KSOB.
	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, Jay Abraham December 2015	On hold as pending ‘entrepreneurship’ program is being developed.
	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	Faculty approval of Segue 61 completed at December 2015 meeting.
	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	SACSCOC approval received. Awaiting start of inaugural cohort.
	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	To be focused on in Spring 2016.
	Annual Budget	
2.2.4.A Implement M.Ed. program focused on STEM teachers in spring 2016.	Michael Bitzer, Jim Stringfield January 2016	Program to be implemented in January.
	Donor Funds	

2.2.4.B Continue consideration of other appropriate graduate programs for future development.	Michael Bitzer December 2015	Defer.
	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.

2015-16 Plans	Responsible/ Target Date(s)/Resources	Mid-Year Progress Report
2.3.1 Expand and enhance opportunities for Service Learning programs and experiences.	Michael Bitzer. Ken Clapp April 2016	The Lilly Grant for the "Theological Institute" calls for the hiring of a staff person in the Lilly Center who will give about 25% of his/her time to volunteerism and service learning. This will enable us to have someone specifically devoted to working with students in this area again.
	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	See report from Kurt Corriher. (<i>Appendix A</i>)
	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	Kurt Corriher's office relocated to 224-A Admin, closer to Ann Clifton's office. No further staffing at this time.
	Annual Budget	
	N/A	
2.3.3 Develop Leadership Studies minor and related experiential opportunities.	Michael Bitzer, Ken Clapp February 2016	Considerable research has been done on best practices and current programs at other institutions. Two primary options are available in terms of proceeding with the creation of a program for Catawba: one that would be housed in academics and offer a minor in Leadership Studies combining classroom work and experiential learning, with the other being totally extracurricular in nature with instruction offered without academic credit and focusing more on an extracurricular or co-curricular transcript to provide documentation of participation. The next step is the determination of which approach will best serve Catawba students and be feasible in terms of cost and implementation.
	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	Career services does continue to develop and support additional opportunities for faculty, staff and students to share and celebrate their scholarship and other accomplishments through social media, via the Career Services Facebook page and twitter and with articles written for the Salisbury Post and through e-mail announcements campus wide.
	Annual Budgets	

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

<i>2015-16 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Mid-Year Progress Report</i>
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	Six faculty awarded iPads and Surface Pro 3 tablets for use in the classroom this fall. Feedback to be initiated.
	TBD	
2.4.B Finish upgrading the presentation technology in all technology-equipped classrooms.	Joanna Jasper June 2016	Seeking funding.
	Annual Budget/ Capital Budget	

<p>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></p>	<p>Michael Bitzer, Joanna Jasper January 2016</p>	<p>Unfunded.</p>
	<p>Annual Budget</p>	
<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>Unfunded.</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>IT continues to post informative guides and videos in CatLink</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>Seeking funding.</p>
	<p>TBD</p>	

2.4.G Examine uses and needs for Adobe products to address upcoming changes in licensing and increased costs.	Michael Bitzer, Joanna Jasper January 2016	Will survey needs in the Spring.
	Annual Budget	

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>2015-16 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Mid-Year Progress Report</i>
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	Design concept endorsed by Board of Trustees; engineering and architectural work underway.
	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	Design concept endorsed by Board of Trustees; engineering and architectural work underway. Fundraising plans underway.
	Donor Funds/TBD	

3.2 Implement an annual repair and renovation program.

2015-16 Plans	Responsible/Target Date(s)/Resources	Mid-Year Progress Report
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	Phase I completed on schedule and budget. Phase II scheduled for summer '16.
	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	Plan not to use 2016-2017 as a residence hall. Plan to discuss the overall and funding strategies for Heath Hill early spring 2016. Evaluation to begin in January.
	Donor Funds	

3.3 Develop and implement policies and procedures re: sustainability.

2015-16 Plans	Responsible/Target Date(s)/Resources	Mid-Year Progress Report
3.3.A Finalize comprehensive Sustainability Plan and begin to implement its policies and procedures.	Brien Lewis, John Wear October 2015	Plan based on STARS rating system drafted; review commencing by units across campus.
	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	Proposal solicitation to begin in spring semester.
	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	Solar project nearing completion. All segments operable.
	Donor Funds	

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

<i>2015-16 Plans</i>	<i>Responsible/Target Date(s)/ Resources</i>	<i>Mid-Year Progress Report</i>
3.4.A Finalize a comprehensive Public Art Plan and begin implementing policies and procedures to integrate public art on campus, including internal and external sites and temporary and permanent installations.	Brien Lewis, Tracy Mackay-Ratliff, Tonia Black-Gold, Ashley Pierce, Nelson Murphy January 2016 Donor Funds	Draft plan circulated for feedback with a core group which recommended next steps to include inviting suggested PAOC members to a January 2016 meeting to review and revise the plan for Catawba's use. Despite the lack of a plan, public art buzz and momentum have been created on campus due to 1) participation in Salisbury Sculpture Show in 2015 with plans for the College to participate again in 2016; 2) campus library exhibits that began with Luski glass in 2014 and continued with displays by a college alumna and a Haitian student; 3) plans are being made to continue the library displays of artwork in 2016; 4) College is currently in conversation with a brick artist to commission its first piece of public art for inclusion in the Hedrick Patio addition in 2016.

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>2015-16 Plans</i>	<i>Responsible/Target Date(s)/ Resources</i>	<i>Mid-Year Progress Report</i>
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	Phase I completed on schedule and budget. Phase II scheduled for summer '16.
	Donor Funds	

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

<i>2015-16 Plans</i>	<i>Responsible/Target Date(s)/Resources</i>	<i>Mid-Year 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: Fitness Center, Dining, Leonard Lounge, and Welcome/Information Desk.	Ben Smith, Jan Gillean, Nelson Murphy, Frannie Taylor, Emily Schneider, John Eddings January 2015	Improvements: New treadmills for Wellness Center & New TV for the Wellness Center; Fitted Adam's Loft for commuter lounge and other purposes; Some minor improvements made to Leonard Lounge. Powerpoint Overview to SGA well received on rest of spaces.
	TBD/Donor Funds	

4.3 Enhance student recreational facilities and programs.

<i>2015-16 Plans</i>	<i>Responsible/Target Date(s)/Resources</i>	<i>Mid-Year Progress Report</i>
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	Met with One Court to discuss options for upgrades/growth of the outdoor courts. In November, offered 8 nights of access to the gym and cage (cage averaged approximately 5 people per night and the gym averaged approximately 20 people per night.) Made significant improvements in tennis area including grounds and resurfaced courts. Improved drainage at outside volleyball and basketball courts.
	TBD	

4.4 Enhance student engagement and academic support services and facilities.

<i>2015-16 Plans</i>	<i>Responsible/Target Date(s)/Resources</i>	<i>Mid-Year Progress Report</i>
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	Established C2C area, freed up additional space for student testing.
	TBD	

4.5 Enhance student career support services and programs.

<i>2015-16 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Mid-Year Progress Report</i>
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	Career Services is ready and available to bring a variety of topics regarding career services and career awareness to every FYS to introduce freshmen to the idea of starting to think about life after college. Presented to one FYS class this semester.
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	This initiative was completed in September, 2015. Now is the time to determine whether or not we do something similar as a continuing education or training event for faculty and staff. If such is to be done, we need to get it on the calendar and begin planning for leadership no later than March. 2 workshops conducted: one on academic integrity and 'small teaching' (71 faculty attended) with a second workshop on vocation and values (65 faculty attended); both sponsored by Provost's Office and the Lilly Center. Very well received in terms of evaluations. Planning should begin for another 'pre-term' workshop; survey of faculty to be conducted in the spring.

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

<i>2015-16 Plans</i>	<i>Responsible/Target Date(s)/Resources</i>	<i>Mid-Year Progress Report</i>
4.6.A Complete Intercollegiate Athletics Strategic Plan and outline initial steps for implementation.	Brien Lewis, Larry Leckonby March 2016	Spring 2016 project.
	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>2015-16 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Mid-Year Progress Report</i>
5.1.A Continue to seek private support for debt reduction as part of the Comprehensive Fundraising Campaign.	Brien Lewis, Rex Otey May 2016	Unrestricted giving and debt-reduction remain a part of the conversation in nearly every donor / donor prospect visit made.
	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	Met all bank covenants. Year-end audited financial statements showed improvement in all key liquidity ratios.
	Annual Budget/TBD	
5.1.C Continue to reduce endowment spending percentage to reach eventual target of 4% spending rate.	Nelson Murphy May 2015	Reviewed endowments spend policy and affirmed the current rate of 4.5% as appropriate in present fiscal environment.
	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>Mid-Year Progress Report</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	Tuition and fees for 2016-17 based on HEPI increase approved by Board of Trustees at October 2015 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>2015-16 Plans</i>	<i>Responsible/Target Date(s)/Resources</i>	<i>Mid-Year Progress Report</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	Budget currently not balanced due to lower than anticipated fall enrollment. Efforts continue to reduce expenses.
	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	Enhanced credit card policies, procedures and systems identified. Cutover planned for 1Q '16.
	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	Accurate work study budgets were put in place early enough to adhere more tightly to the actual budgeted amount for 2015-2016. The systems put in place in regard to timesheets, hiring, and management for work study appear successful. Violations are being tracked and both student workers and faculty/staff supervisors are being held accountable (warnings and in some cases termination of WS privileges) for repeated violations.
	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	Developed list of priority IT and facilities projects - further implementation hampered by current budget shortfall.
	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	On track for presenting 2016-17 budget to Board of Trustees at February 2016 meeting.
	N/A	

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

<i>2015-16 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Mid-Year Progress Report</i>
5.4.A Continue public phase of Comprehensive Fundraising Campaign.	Brien Lewis, Rex Otey May 2016 Annual Budget/ Donor Funds	Campaign continuing; approximately \$44 million raised toward \$60 million goal. The public phase will be fully implemented spring 2016 with numerous small group meetings nation-wide, direct mail and singularly-minded message on all channels (appeals, phonathon, e-newsletters, Campus, etc.).
5.4.B Continue to implement and expand programs to enhance giving by recent alumni.	Rex Otey October 2015 Annual Budget/ Donor Funds	Minor setback with the resignation of the Major Gift Officer hired to create and implement vibrant programming for recent grads and Parents. We continue the more recent practice of segmenting most correspondence with our alumni. Recent grads receive letters, email and phone calls that are specifically designed for this segment.

<p>5.4.C Continue to implement and expand Parent Relations programs to enhance engagement.</p>	<p>Rex Otey September 2015</p>	<p>Minor setback with the resignation of the Major Gift Officer hired to create and implement vibrant programming for recent grads and Parents. We continue our more recent practice of segmenting most correspondence with our alumni. Parents receive letters, email and phone calls that are specifically designed for this segment. Development, Admissions and IT are collaborating on how to convert parents on the Admissions database to “parents” on the Development database. This data has traditionally not been populated in the Development system. Beginning 2015, this data is now entered – but entered manually.</p>
	<p>Annual Budget/ Donor Funds</p>	
<p>5.4.D Utilize additional capacities from improved database technology and related resources to improve donor communications and stewardship.</p>	<p>Rex Otey August 2015</p>	<p>Development continues to fine tune all stewardship processes. The addition of an IT specialist and making a needed change in the database specialist space are paying dividends. Additionally, more specific oversight to stewardship will be added spring '16.</p>
	<p>Annual Budget/ Donor Funds</p>	

6 PEOPLE AND PLACE

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

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

2015-16 Plans	Responsible/ Target Date(s)/Resources	Mid-Year Progress Report
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	Benefits task force appointed and beginning meetings.
	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	Resources not available to take this step. Fold discussion on retirement match into work of Benefits Task Force as noted above in 6.1.A.
	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	Completed.
	Annual Budget	

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

2015-16 Plans	Responsible/Target Date(s)/Resources	Mid-Year Progress Report
6.2.A Develop centralized fund to support professional development programs and opportunities for faculty and staff.	Brien Lewis, Nelson Murphy October 2015	Part of discussions for 2016-17 budget.
	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	“Octsoberfest” event in October with Wellness Promotions; Freshman students were asked to complete Consent & Respect Course; HIV testing offered; New programing through Debbie Insley/Sexual Assault Task Force; Proposed faculty/staff online information session on Title IX and sexual assault.
	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	Proposals being considered by cabinet for new Title IX position to take the lead on education, training, and administration of Title IX matters.
	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	Proposal drafted. Defer until further notice pending identification of resources.
	N/A	

6.2.E Implement a series of “College Coffee” campus-wide social events.	Brien Lewis, Monica Farrington August 2015	Looking to launch in 2016-17 with sponsors for entire program or individual events.
	Donor Funds	

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

<i>2015-16 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Mid-Year Progress Report</i>
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	After spending much of ’14-’15 hosting not-well-attended Lunch and Learn sessions at Downtown Catawba and marginally attended Friday night out events, Downtown Catawba has settled into a routine of sorts in ’15-16. More retail inventory has been added to the space and that has been the draw with staffer Ben Veshi working three days a week (T-Th 11-2) in the space. In early 2016, we will have conversations with Jay Abraham of KSOB about the possibility of converting our Downtown Catawba retail space (which has greatly enhanced our college relationships with the Downtown merchants) to the site of Catawba’s Entrepreneur Center. This may entail removal of the retail inventory from our storefront or relocation of our existing space to another downtown Salisbury location. At our end-of-year report, we may share that we are discontinuing Downtown Catawba and replacing it with another Catawba presence in downtown Salisbury.

6.3.B Continue to seek and implement opportunities to expand and enhance collaborations with local and regional educational institutions.	Brien Lewis December 2015	Continuing regular meetings with local college presidents, RSSS superintendent, and city manager.
	Annual Budget/TBD	<p>Catawba Emergency Response Group in early December hosted a meeting for higher education administrators from 6 area institutions to discuss Campus Safety. This resulted in the establishment of the Emergency Management Higher Education Consortium with members from RCCC, DCCC, Livingstone, Hood, Pfeiffer and Catawba. Plans are to meet six times a year with the next meeting slated at and hosted by Hood on Feb. 9 at 3 pm.</p> <p>In January 2015, Joanna Jasper, CIO, began meeting monthly with local higher-ed CIOs (Queens, Pfeiffer, CPCC, Wingate, Johnson C. Smith, and Charlotte School of Law currently; Davidson joining group in Feb. 2016).</p>
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, Rex Otey Jay Abraham December 2015	Deferred to spring 2016.
	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>Mid-Year Progress Report</i>
<p>6.4.A Continue to enhance capabilities of (and use of) alumni tracking for assessment, stewardship, and network opportunities for alumni and current students.</p>	<p>Rex Otey, Margaret Faust, Barry Sang, Tim Kennedy, Robin Perry December 2015</p> <hr/> <p>Annual Budget/ Donor Funds</p>	<p>Working closely with Institutional Research to develop a viable system for gathering and evaluating data for exiting seniors and alumni one year out. Finalized questionnaire. Follow-up manually planned for graduates after 1 year</p> <p>Catawba Development is moving in to space not yet explored with the addition of an IT Specialist and the wealth prospecting tool, Target Analytics. Though Development team members are at nearly the beginning of the learning curve with the new technology the tool is already having an impact on who, where and what alumni/donor prospects are visited. That said, we are at the very beginning of how to effectively provide networking opportunities between alumni and between alumni and students. A new alumni director will be hired spring 2016 with specific responsibilities of creating and implementing networking opportunities.</p>

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>Mid-Year Progress Report</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	Continuing discussions.
	N/A	

Appendix A

Report on:

- **Item 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.”)**
- **Item 2.3.2.A (“Initiate partnership review and collaborative agreements for semester-long study abroad opportunities.”)**

The Glenn & Addie Ketner Center for International Studies

Activities Report: November 11, 2015

- 1) Our DS-3036 application for authorization to issue DS-2019 to students seeking J-1 exchange visas is nearing completion. There are a few issues still to be ironed out regarding student application procedures, student health insurance, and a few other details. Some supporting documents must yet be created (such as orientation materials for our eventual incoming exchange students) but the application should be complete before the end of the year.
- 2) After consultation with the Registrar’s Office, CIS has submitted to the Curriculum Committee a proposal for sixteen new course numbers under an INS (for “International Study”) prefix to be included in the catalogue. The purpose of this request is to prepare for processing credits for students participating in exchange programs, or otherwise to assist students who study a semester abroad but need to maintain Catawba enrollment in order to secure their federal financial aid through Catawba.
- 3) Procedures have been developed and implemented for the new Catawba Cross-Cultural Award. The award is being publicized and applications are being accepted. The application deadline is December 4, 2015, with accepted projects to be completed by December 31, 2016.
- 4) Preparations are underway and applications are being accepted for our standing, 4-week Spanish language program in Costa Rica in summer 2016. The program will be directed this year by Professor Alexandra Henderson of the Modern Foreign Language Department, assisted and accompanied by Professor Jayne Ortiz, also of MFL.

- 5) Two foreign-study excursions are planned for the week of Spring Break in March 2016. 1) France with Dr. Langhorne, 2) Germany and Poland with Dr. Bitzer. A third excursion that was planned for Italy and Belgium has been canceled for the current year due to inadequate student participation.
- 6) A study excursion to Cambodia is planned for summer 2016 as well. That program is dependent upon a sufficient number of students taking an associated course in KSOB next spring. At this point it is not possible to know if it will take place. The excursion was offered last year but had to be canceled because of inadequate participation. As always, the cost of student fees for such programs is the primary limiting factor.
- 7) Dr. Hake in KSOB is recruiting students for a summer seminar program in Business offered by the University of Osnabrueck in Germany. Any participants will travel on their own with no financial assistance and no resident director from Catawba. CIS and KSOB will however offer whatever advice and support we can.
- 8) Discussions are underway between KSOB, represented primarily by Dr. Philip Frank, and Pannasastra University in Cambodia to establish a semester-exchange program with Catawba. This program could not be started until our application for approval to operate a J-1 Visa exchange program is submitted and approved.
- 9) The Faculty Handbook for Foreign Study Programs is still being vetted by a subcommittee of the CIS Advisory Board. We are urging the committee to complete its work and still hoping for completion and adoption in the current academic year.
- 10) Personnel: Ann Clifton and I attended the NAFSA regional conference in Savannah in late October. I have gained certification in J-1 Visa administration through NAFSA, and Ann has done the same for F-1 Visa administration. Ann will soon begin online courses for J-1 certification as well.
- 11) The fall-semester round of foreign study applications and awards was completed in late October. Another round will be conducted next semester with an application deadline in mid-February, but the vast majority of awards are now complete. We had a record number of applications for financial assistance which forced us to reduce the amount of individual awards, though we were able to offer at least some assistance, again to a record number of students.
- 12) Efforts are underway to provide stronger support through CIS for the international students currently on campus. Since this is a new initiative, response from our international students has been hesitant. A guided tour of downtown Salisbury along with a presentation on local history by Dr. Freeze and a meal at a downtown restaurant had to be postponed due to lack of participation. We are exploring ways to build relationships with our international students and learn how we can serve them better. We are working

through the International Club and in particular with coaches to build these relationships. It's a work in progress, but we're confident that the international students on campus will welcome greater support and the opportunities that CIS can provide as we build that aspect of our program.

13) The Ketner Center for International Studies is investigating various options for expanding foreign study opportunities for Catawba students, particularly for longer-term, semester or year-abroad programs. When our J-1 visa program is approved, we will immediately launch an exchange program with the School of Business at the University of Osnabrueck in Germany. A Memorandum of Understanding there has already been completed and signed. Other possibilities being investigated include an association with USAC (University Study Abroad Consortium) and/or ISEP, an exchange consortium of 328 universities in 54 countries.

14) Ketner CIS recently assisted one Catawba alumna to apply through Catawba for a Marshall Fellowship abroad, and CIS continues efforts to recruit top seniors to apply for Fulbright Fellowships abroad. Catawba had one Fulbright applicant last year but none this year. The Fulbright program is new to Catawba, however, and applications will grow as the program becomes more familiar to both students and faculty/staff.

General Observations:

Although progress is being made, the primary obstacle to creating broader education-abroad opportunities at Catawba remains a lack of financial resources. Our spring-break and summer programs, while still operating, are having increasing difficulty finding students who are in a position to afford the fees we must charge to cover costs. Dr. Hand's proposed European excursion operated successfully only two years ago but had to be canceled this time around because too few students were willing to commit to the expense of the program. Last year Dr. Frank and Dr. Baker were unable to find enough students to conduct their planned excursion to Southeast Asia, and the success of a second attempt planned for next summer is still very much in question.

These difficulties are arising in spite of the fact that the Ketner Center for International Studies does have some limited funds available in the form of need-based scholarships to help students bear the cost of foreign excursions that are associated with a Catawba course or courses. We offer no financial aid whatsoever for our summer program in Costa Rica, however, and that program also struggles to muster sufficient participation. Often even those students who do receive some financial aid from Catawba must also take on additional student debt in order to participate in a foreign study program.

We currently offer no longer-term (semester or more) programs. Semester-abroad programs present particularly difficult challenges for the College. Even if we offer no financial assistance whatsoever to students who wish to participate in a semester abroad, the College still loses that student's net tuition for a semester. Yet in order to make longer-term foreign study thrive at Catawba, the

College will eventually have to provide some level of financial support for students, in addition to absorbing the tuition loss. At present, if a student does opt to study abroad for an entire semester or longer (and one or two occasionally do, either entirely on their own, or with advice and assistance from Ketner CIS), that student forfeits all institutional financial aid for the duration of their foreign study.

Direct exchange programs, such as the one pending with Osnabrueck in Germany, are the best financial solution for both the College and the student because a student participating in that exchange still pays Catawba tuition and can thus keep his or her financial aid package intact, even while abroad. The costs to both student and College are minimal. Unfortunately, exchange programs are difficult to arrange and maintain and will always be limited in scope. The Osnabrueck program, for example, will be excellent for business majors who wish to study in Germany, but it offers nothing for non-business majors, or for business majors who would prefer Latin America or the Middle East or anywhere in the world other than Osnabrueck.

We must of course remember that education abroad is not ONLY a financial drain. A healthy, broad-based foreign-study program would certainly attract additional students to enroll at the College, and if we lose those students' tuition payment for a semester abroad, we would still GAIN tuition for their other seven semesters at Catawba. Thus we can send roughly seven students abroad for every one student that a semester-abroad program attracts to the College with no net loss other than minor administrative expenses. And if such programs attract even more students, they can quickly become revenue-enhancing.

In any event, we cannot hope to compete successfully against other colleges and universities when those competitors offer a panoply of foreign-study opportunities for college-bound high-school seniors. Thus we have no choice but to forge ahead, and Ketner CIS is doing so. We will continue efforts to support and enhance the programs we have in place, and we will soon present additional proposals designed to help us narrow the gap in education abroad with competing institutions.