

CATAWBA FOCUS:
ANNUAL PLAN 2018-19

MID YEAR PROGRESS REPORT – JANUARY 7, 2019

TRANSFORM. INSPIRE. BELONG.

<p>Our Overall 3 Year Goals:</p> <p>To grow from 1300 to 1500 students by 9/1/2021 while:</p> <ul style="list-style-type: none"> • <u>Enhancing</u> our capacities to deliver our Mission and Core Values, • <u>Upholding</u> our commitment to access and holistic student development, and • <u>Ensuring</u> the long term financial sustainability of Catawba. 	<p>Our Key 3 Year Metrics:</p> <ol style="list-style-type: none"> 1. Enrolling 200 new day, transfer, graduate, and non-traditional students by 9/1/21. 2. No budget deficit by 5/31/22.
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Our 2018-19 Key Priorities:

<p>1. Growth Through Compelling Academic Programs:</p> <ol style="list-style-type: none"> A. Enhance programs in each of the academic areas of strategic emphasis (Environment, Health Sciences, Business, and Performing Arts). B. Complete all internal and external approvals for three new Graduate Programs. C. Develop new Distance Learning platforms and new Programs for Non-Traditional Students. 	<p>2. Growth Through Engaging Co-Curricular Experiences:</p> <ol style="list-style-type: none"> A. Implement the Catawba Impact experiences (Internships, Travel, Service, and Research & Creativity). B. Institute new and enhanced Student Services and Student Activities. C. Launch re-imagined Library as collaborative learning environment.
<p>3. Growth Through Enhancing Facilities and Technology:</p> <ol style="list-style-type: none"> A. Develop new and enhanced academic facilities for Business, Performing Arts, Sciences, and Health & Human Performance. B. Complete priority list of improved Athletic and Recreational facilities. C. Fulfill priority list of Information Technology systems enhancements to enable efficiencies and innovation. D. Execute priority list of infrastructure and campus beautification projects. 	<p>4. Growth Through Expanding Awareness and Engagement:</p> <ol style="list-style-type: none"> A. Develop and implement marketing plan for intentional use of new brand messaging through multiple platforms. B. Introduce and continue to refine college website redesigned for Search Engine Optimization and device versatility. C. Complete creation of Strategic Focus, the next iteration of Catawba’s strategic planning process and document. D. Launch “Mind-Body-Soul: Catawba’s Campaign for Growth” to provide resources for strategic priorities.

Our 2018-19 Goals and Tactics:

1.	<p>Growth Through Compelling Academic Programs:</p> <ul style="list-style-type: none"> A. Enhance programs in each of the academic areas of strategic emphasis (Environment, Health Sciences, Business, and Performing Arts). B. Complete all internal and external approvals for three new Graduate Programs. C. Develop new Distance Learning platforms and new Programs for Non-Traditional Students.
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ITEM	RESPONSIBLE	MID-YEAR PROGRESS REPORT
<p>A.1 - Environment:</p> <ul style="list-style-type: none"> a) Hire tenure-track (replacement) in GIS by 7/1/18. b) Hire Policy & Advocacy faculty by 1/1/19 and Sustainable Technology faculty to start by 1/1/20. c) Growth Goals: 45 Deposits for Fall 2019 (33 in 2018); 70 total Majors by end of Spring 2019 (56 in Spring 2018). 	<p>Lowery/Dollar/Holden</p>	<ul style="list-style-type: none"> a) Completed. b) Initial search unsuccessful; recommencing search. c) Applications and admissions significantly ahead of last year at the same time; continued focus on application generation, in addition to converting admits to deposits.

<p>A.2 - Health Sciences:</p> <ul style="list-style-type: none"> a) Hire new faculty by 1/1/19 (Human Biology, Therapeutic Recreation, and Exercise Physiology). b) Prepare 3 new degree programs for implementation by 8/1/20 including Outdoor Recreation; Accelerated Bachelor of Science in Nursing; Sport/Health Psychology. c) Research and develop add-on certifications in health sciences (such as Respiratory Therapy) with goal of implementation in Fall 2020. d) Complete requirements for Nursing program accreditations by 5/31/19. e) Growth Goals for Nursing (pre-licensure) major: 40 Deposits for Fall 2019 (26 in Fall 2018); Cohort of 20 students entering upper-level nursing courses in Fall 2020. f) Growth Goals for Therapeutic Recreation program: 5 Deposits for Fall 2019 (2 in Fall 2018); 35 total majors in Spring 2019 (32 in Spring 2018). 	<p>Lowery/Hand/Holden</p>	<ul style="list-style-type: none"> a) Completed. b) Accelerated BSN will be postponed until after accreditation, resources needed may be prohibitive. Other 2 are currently in development. c) On track; however will be dependent on space (Exercise Science/Health Science) and funding for equipment via MindBodySoul Campaign. d) On track; site visit scheduled for spring semester. e) Applications and admissions significantly ahead of last year at the same time; continued focus on application generation, in addition to converting admits to deposits. We have a large enough pipeline to have cohort of 15-20 for Fall 2019 . f) Applications and admissions significantly ahead of last year at the same time; continued focus on application generation, in addition to converting admits to deposits.
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<p>g) Growth Goals for Sport Management major: 35 Deposits for Fall 2019 (28 in Fall 2018); 40 Majors in Spring 2019 (30 in Spring 2018).</p>		<p>g) Admissions significantly ahead of last year at the same time; continued focus on application generation, in addition to converting admits to deposits.</p>
<p>A.3 - Business:</p> <p>a) Prepare to implement new undergraduate minor in Data Analytics by 8/1/2020 and hire needed faculty. (Objective refined)</p> <p>b) Complete revision of Communications curriculum and implement Digital Media Production.</p> <p>c) Growth Goals for Communications/ DMP major: 15 Deposits for Fall 2019 (10 in Fall 2018); 45 Majors in Spring 2019 (38 in Spring 2018); Develop a robust marketing/recruiting plan for larger gains in 2020.</p> <p>d) Create more direct connections with Environment & Sustainability and seek leadership to deliver on this focus.</p>	<p>Lowery/Hake/Holden</p>	<p>a) Faculty have proposed that a minor in Data Analytics would be a better first step. Minor is being developed, but will require a faculty hire.</p> <p>b) On track.</p> <p>c) Continued focus on application generation, in addition to converting admits to deposits.</p> <p>d) Conversations and explorations ongoing between leadership in KSOB and E&S.</p>

<p>A.4 - Performing Arts:</p> <p>a) Growth Goals for Popular Music program: 15 Deposits for Fall 2019 (5 in Fall 2018); 50 indicating Pop Music Major in Spring 2019 (46 of 83 in Spring 2018).</p> <p>b) Growth Goals for Theatre Arts majors: 25 Deposits for Fall 2019 (17 in Fall 2018); 55 Majors in Spring 2019 (46 in Spring 2018).</p>	<p>Lowery/Etters/Holden</p> <p>Lowery/Homan/Holden</p>	<p>a) Continued focus on application generation, in addition to converting admits to deposits.</p> <p>b) Applications slightly ahead of last year. Continued focus on application generation, in addition to converting admits to deposits.</p>
<p>B - Graduate Programs:</p> <p>a) Complete all internal approvals by 12/1/18 and external approvals by 6/1/19 to implement new Master's Program in Data Analytics by 8/1/20 with target of 20 students by 9/1/21.</p> <p>b) Complete all internal approvals by 12/1/18 and external approvals by 6/1/19 to implement new Master's Program in Health Care Administration by 8/1/20 with target of 20 students by 9/1/21.</p>	<p>Lowery and</p> <p>Data Analytics Lead Team: Sullivan, Bowe, Thompson</p> <p>Health Care Lead Team: Hake, Spencer</p>	<p>a) Internal approvals completed; materials submitted in timely manner for consideration by SACSCOC.</p> <p>b) Internal approvals completed; materials submitted in timely manner for consideration by SACSCOC.</p>

<p>c) Complete all internal approvals by 12/1/18 and external approvals by 6/1/19 to implement new Master's Program in Sports Management by 8/1/20 with target of 20 students by 9/1/21.</p> <p>d) Implement new Master's Program in Accounting with target of 20 students by 9/1/19.</p>	<p>Sports Mgmt Lead Team: Hand, Aagard</p> <p>Accounting Lead Team: Hake, Spencer</p>	<p>c) Internal approvals completed; materials submitted in timely manner for consideration by SACSCOC.</p> <p>d) Exploring alternatives to best prepare accounting students for strongest market opportunities and best utilize Catawba's faculty and related resources.</p>
<p>C - Non-Traditional Programs:</p> <p>a) Create new Division of Online & PersonalizEd Programs by 8/1/18; Shift admissions responsibilities to Enrollment Management, academic programs to "home" departments for curriculum, staffing, and advising.</p> <p>b) Complete all internal approvals by 12/1/18 and external approvals by 6/1/19 to launch online delivery of programs for Non-Traditional Students by 8/1/19 and full implementation for Fall 2020.</p>	<p>Lowery/Bowe/Holden</p>	<p>a) Submitted required information to SACSCOC, admissions responsibilities shifted to Admissions, advising responsibilities shifting to home academic departments. Branding and marketing will be needed.</p> <p>b) Internal approvals completed; materials submitted in timely manner for consideration by SACSCOC.</p>

<p>c) Implement new Programs in BS IT by 8/1/19 and online RN-to-BSN by 8/1/20 (informed by Hanover environmental scan) with overall target of 100 additional students by 8/1/21.</p>		<p>c) On track.</p>
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2.	<p><i>Growth Through Engaging Co-Curricular Experiences:</i></p> <p><i>A. Implement the Catawba Impact experiences (Internships, Travel, Service, and Research & Creativity).</i></p> <p><i>B. Institute new and enhanced Student Services and Student Activities.</i></p> <p><i>C. Launch re-imagined Library as collaborative learning environment.</i></p>
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ITEM	RESPONSIBLE	MID-YEAR PROGRESS REPORT
<p>A.1 - Internships:</p> <p>a) Internships and Career Services Center to open by 9/1/18.</p> <p>b) Increase number of paid internships by 10% in 2018-19.</p> <p>c) Implement Handshake internship tracking software by 1/1/19.</p>	<p>Lowery/Taylor</p> <p>Lowery/Tyler-Smith</p> <p>Lowery/Jasper</p>	<p>a) Center is open and operational. Branding and cosmetics of space needed (funding needed). Hiring for C2C director.</p> <p>b) In progress. Implementation of Handshake software will help.</p> <p>c) Completed; initial signups are ahead of preliminary targets.</p>
<p>A.2 - Travel:</p> <p>a) Appoint International Center Director by 1/1/19.</p> <p>b) Travel Center to open by 1/1/2019.</p> <p>c) Explore and join a domestic travel consortium during AY 2018-2019.</p> <p>d) Increase outbound travel 10% in 2018-19.</p>	<p>Lowery/Coggin</p>	<p>a) Slightly behind schedule but search underway.</p> <p>b) Slightly behind schedule but plans underway for defined, distinct Library space to serve as Center.</p> <p>c) Making progress with National Student Exchange.</p> <p>d) On track.</p>

<p>A.3 - Service:</p> <p>a) Work with Lilly Center to develop Service Learning professional development in AY 2018-2019.</p> <p>b) Appoint a Service Coordinator by 9/1/18.</p> <p>c) Service Center to open by 1/1/19.</p> <p>d) Begin tracking and documenting Service Experience by 6/1/19.</p>	<p>Lowery/Clapp</p> <p>Lowery</p> <p>Lowery/Taylor</p> <p>Lowery</p>	<p>a) Leveraging opportunities with Lilly Center; Presence software will help track.</p> <p>b) Completed: Johnathan Boles.</p> <p>c) Working to use Third Place as this Center.</p> <p>d) Presence software will make this possible.</p>
<p>A.4 - Research and Creativity:</p> <p>a) Appoint a Coordinator of Research and Creativity by 9/1/18.</p> <p>b) Research and Creativity Center to open by 1/1/19.</p> <p>c) Begin tracking and documenting Research and Creativity activities during AY 2018-2019.</p>	<p>Lowery</p> <p>Lowery/Taylor</p> <p>Lowery</p>	<p>a) Completed: Dr. Carrie Graham.</p> <p>b) Slightly behind schedule but plans underway for defined, distinct Library space to serve as Center.</p> <p>c) Occurring; Presence software may help with this.</p>

<p>B - Student Services and Student Activities:</p> <p>a) Complete design of One Stop Shop for Student Services and related elements by 1/1/19.</p> <p>b) Complete One Stop mobile app by 8/1/19.</p> <p>c) Complete the eSports Lab space in Cannon Student Center by 12/31/2018.</p> <p>d) Implement a co-curricular event and activity tracking system for campus wide use for launch in Spring 2019.</p> <p>e) Create a Diversity and Inclusion workgroup to provide programmatic elements and support systems to address by 11/1/18.</p>	<p>Murphy/Lowery/Tice/Jasper/Taylor</p> <p>Jasper</p> <p>Tice/Taylor/Jasper</p> <p>Tice/Jasper</p> <p>Tice</p>	<p>a) Not pursuing this initiative at this time as a physical space. Focus will be on web/mobile platforms.</p> <p>b) Exploring web and CatLink Go options.</p> <p>c) Nearing completion.</p> <p>d) Presence software on track for Spring 2019 launch with training commencing in January.</p> <p>e) Team assembled and working.</p>
<p>C – Library:</p> <p>Complete re-calibration of Library to host Collaboratory, Travel and Undergraduate Research & Creativity Centers, and Center for Engaged Learning & Teaching by 1/1/19.</p>	<p>Lowery/Taylor/Givens</p>	<p>ICE box is functional. Planning underway on the spaces for Research and Travel Centers. Not a lot of progress with the Center for Teaching & Learning from a space perspective.</p>

3.	<p><i>Growth Through Enhancing Facilities and Technology:</i></p> <p><i>A. Develop new and enhanced academic facilities for Business, Performing Arts, Sciences, and Health & Human Performance.</i></p> <p><i>B. Complete priority list of improved Athletic and Recreational facilities.</i></p> <p><i>C. Fulfill priority list of Information Technology systems enhancements to enable efficiencies and innovation.</i></p> <p><i>D. Execute priority list of infrastructure and campus beautification projects.</i></p>
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ITEM	RESPONSIBLE	MID-YEAR PROGRESS REPORT
<p>A - Academic Facilities:</p> <p>a) Complete (i) refurbishment of Ketner School of Business facilities and (ii) creation of Digital Media Production Lab by 8/1/19.</p> <p>b) Design new recording studio facility and experiential Music Hubs by 1/1/19 and complete construction by 8/1/20.</p> <p>c) Complete refurbishment of theatre Annex facilities by 8/1/19.</p> <p>d) Complete enhancements for Health and Human Performance facilities and Science facilities by refurbishing Shuford Science Building and creating Exercise Science Lab by 8/1/19.</p>	<p>Lowery/Taylor</p>	<p>a) Complications discovered during renovations and refurbishment of Ketner Hall mean we will not re-occupy the building until spring semester 2020.</p> <p>b) Spring semester focus.</p> <p>c) Spring semester focus.</p> <p>d) Spring semester focus. Some elements will be addressed as part of realignment of space uses in Ketner Hall for spring 2020.</p>

<p>B - Athletic and Recreational Facilities:</p> <ul style="list-style-type: none"> a) Complete construction of lights at Whitley Field by 2/1/19; b) Complete construction of safety net at Newman Park by 2/1/19; c) Complete construction of artificial turf field in Shuford Stadium by 8/1/19. d) Complete refurbishments and enhancements to Student Center by 8/1/19. e) Complete installation of new HVAC systems for building and pool in Abernethy PEC by 8/1/19. 	<p>Leckonby/Taylor/Dees/Childress</p>	<ul style="list-style-type: none"> a) Funding nearing completion; project construction will begin as soon as possible; next step is completing permitting process. b) Completed. c) Spring semester focus. d) Many projects completed; video wall project to be initiated in spring semester upon completion of funding. e) Bids completed for pool; building system to be undertaken separately.
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<p>C – Information Technology Systems</p> <ul style="list-style-type: none"> a) Add presentation technology to 16 classrooms and 1 meeting room (Rendleman Conference Room) and upgrading presentation technology in 24 additional classrooms by 9/1/18. b) Implement Student Center laptop kiosk and MFD to replace Ketner 24 by 7 computer lab by 8/22/18. c) Implement new wireless access points in 40 classrooms by 12/31/18. d) Pilot (and where appropriate implement) technologies that support online and hybrid teaching and learning including: BB in cloud, identity management in the cloud, 24 by 7 IT help, integrated videoconferencing, cloud-based lecture capture and video management solutions by 8/31/18. e) Begin implementing Self-Service Banner 9 modules, prioritizing student convenience and business process efficiencies by 12/31/18. f) Continue to expand the functionality of the CatLink GO mobile app by 12/31/18. 	<p>Jasper</p>	<ul style="list-style-type: none"> a) Completed. b) Completed. c) Spring semester focus. d) Piloting technology in January; instructional designer working with faculty to create online courses. e) Spring semester focus. f) Spring semester focus.
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<p>D - Infrastructure and Campus Beautification</p> <p>a) Complete improvements for Hedrick Administration Building including window replacement, bathroom renovations, interior staircase, masonry, and front circle drive by 8/1/19.</p> <p>b) Complete improvements for Ruth Richards Residence Hall including windows, HVAC, and landscape by 8/1/19.</p> <p>c) Complete improvements for Woodson Residence Hall including landscape, outdoor recreation, and lobby by 8/1/19.</p> <p>d) Complete renovations to brick pathways across campus by 8/1/19.</p>	<p>Taylor/Murphy</p>	<p>a) Bidding window replacement project; staircase project underway; all other projects listed completed. HVAC and windows will be complex projects.</p> <p>b) On track. Ruth Richards also will have chimney and roof work to undertake contingent on funding.</p> <p>c) On track.</p> <p>d) Ongoing.</p>
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4.	<p>Growth Through Expanding Awareness and Engagement:</p> <p><i>A. Develop and implement marketing plan for intentional use of new brand messaging through multiple platforms.</i></p> <p><i>B. Introduce and continue to refine college website redesigned for Search Engine Optimization and device versatility.</i></p> <p><i>C. Complete creation of Strategic Focus, the next iteration of Catawba’s strategic planning process and document.</i></p> <p><i>D. Launch “Mind-Body-Soul: Catawba’s Campaign for Growth” to provide resources for strategic priorities.</i></p>
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ITEM	RESPONSIBLE	MID-YEAR PROGRESS REPORT
<p>A - Marketing</p> <p>a) Showcase website, institutional brand messaging guide, and new look for Admissions recruitment materials to faculty and staff by 8/14/18.</p> <p>b) Review and assess all social media platforms for viability by 9/30/18.</p> <p>c) Develop social media plan by 10/31/18.</p>	<p>Lewis</p>	<p>a) Completed.</p> <p>b) Ongoing; significant additional work underway with Miller Davis team.</p> <p>c) Ongoing; significant additional work underway with Miller Davis team.</p>

<p>B - Redesigned College Website</p> <p>a) Complete writing of all top level academic program pages by 7/22/18.</p> <p>b) Top non-academic pages also revised and rewritten with two new sections geared toward recruiting prospects: 1) Athletics landing page and subpages; 2) After Catawba landing page showing prospects outcome and info on career prep by 7/29/18.</p> <p>c) Launch redesigned site by 7/29/18. Website revisions and enhancements continue through '18-'19 academic year.</p> <p>d) Review of academic program pages by department chairs in August 2018 with any adjustments and edits to top tier pages completed by 8/31/18.</p>	<p>Black-Gold/Worley/ Holden</p>	<p>a) Completed.</p> <p>b) Completed.</p> <p>c) Launch of redesigned site completed. Additional work within site ongoing.</p> <p>d) Completed.</p>
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<p>C- Strategic Focus Planning and Document</p> <ul style="list-style-type: none"> a) Appoint and charge Strategic Focus Advisory Team by 9/1/18. b) Initiate and complete campus-wide engagement as well as engagement with external constituencies by 2/1/19. c) Develop and draft Strategic Focus document for recommendation to the President and final approval by Board of Trustees in spring 2019. 	<p>Lewis</p>	<ul style="list-style-type: none"> a) Completed. b) Ongoing. Campus survey completed. Other campus engagement activities will occur January-March. c) Spring semester focus.
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<p>D - Mind-Body-Soul Campaign:</p> <ul style="list-style-type: none"> a) Complete membership of Steering Committee and Sub-Committees by 10/1/18. b) Complete components of Campaign targets by 9/1/18. c) Complete official launch at Homecoming on 10/20/18. d) Complete at least 200 donor visits by 5/31/19. e) Deliver 10 alumni and donor engagement events by 5/31/19. 	<p>Dees</p>	<ul style="list-style-type: none"> a) Completed. b) Completed. c) Completed. d) Ongoing. e) Ongoing.
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APPENDIX A – KEY STATEMENTS

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.

Core Values

Scholarship. Character. Culture. Service.

Our “3 Circles”

1. *We are passionate about:* Personal Attention;
2. *We can be the best at:* Blending Liberal Studies and Career Preparation;
3. *Our economic engine is drive by:* Net Tuition Revenue.

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.

APPENDIX B – BRANDING/MESSAGING STATEMENTS

Positioning Statement (Long form)

Catawba College inspires students to transform their sense of what’s possible – personally and professionally – in a community where they belong. Through mentoring, a well-rounded curriculum, strong academic programs and career-focused experiential education and co-curricular opportunities, Catawba College helps students identify interests and talents and prepare for fulfilling lives.

Positioning Statement (Short form/ “Elevator Speech”)

Catawba College inspires students to transform their sense of what’s possible and prepare for fulfilling lives in a place where they belong.

Key Messages

- **True, Engaged Community**
Offering a deep sense of belonging, Catawba College’s inspiring community encourages all members to transform and be the best versions of themselves.
- **Diverse, Inclusive Student Population**
Catawba College welcomes and creates a sense of belonging for students of diverse racial, religious, socio-economic and academic backgrounds.
- **Career Discovery and Preparation**
Catawba College inspires students to discover their passions and vocational directions through internships, service, research and creative work, travel and career guidance, readying them for future employment and graduate school.
- **Challenging Academics**
Catawba College challenges students to excel in its well-rounded liberal arts curriculum and majors that teach creative, critical-thinking and research skills, as well as in a wide-range of academic programs that help students prepare for careers.
- **Empowered Lives**
Catawba College empowers graduates to thrive professionally and lead fulfilling lives.
- **Idyllic Location**
Located in charming, historic Salisbury, North Carolina, Catawba College offers a picture-perfect college campus in a regional hub for internships, jobs and entertainment offerings.