

Provost's Report – Faculty Conference
February 25, 2022

1. Budget reduction working group: As you know, the Deans and I have been working all year to reduce Academic Affairs expenses to match our lower projected revenues. We have held and/or eliminated vacant positions, restructured offices, and identified areas where we can reduce expense without sacrificing academic quality. We used our three-year budget model with enrollment projections for FY23 and FY24 that was developed in collaboration with Enrollment Management and Finance and Budget to inform budget reduction planning. We identified potential cuts and categorized them using the following color codes:
 - a. Green: cuts we have made or identified that we can implement with confidence
 - b. Yellow: cuts that are possible but about which we have some reservations
 - c. Red: cuts that if we make them are highly likely to reduce revenue or negatively impact retention or student success.

We worked throughout the month of January to share our process and recommendations with the members of Academic Council. We then asked them all to complete a survey expressing whether they agreed with our recommendations for cuts in particular areas. If they did not agree, they could color-code the cut differently. There was strong alignment in most of the areas where we recommended cuts. Where there were differences in alignment, the deans and I have taken that into consideration as we move forward with implementing plans for budget reductions.

One example of a recommended budget reduction includes summer pay restructuring. We heard arguments for and against, and reviewed the data on that and all other recommendations. As I said in my email last week, while there was not complete consensus, 82% of Academic Council members supported taking this step. 58% marked it green. Because of the summer schedule deadlines, we needed to act on this decision first, and I will be happy to answer your questions on that at the end of my comments. Please remember that we analyzed this proposal over several years, and that we see this as the first step toward a summer revenue-sharing model, that will drive revenues to the areas where they are generated.

Additional details about ensuing budget decisions will be released as we establish our state allocation, and monitor and respond to enrollments. You can expect to hear from the President with a budget update in the coming weeks.

2. I wanted to also take a moment to remind all faculty of our policy on [Outside Employment for Faculty Members \(including Consulting\)](#). Please note that any work that you request to do for an external entity must be reviewed in advance before you commit to performing the work, whether it is employment or consulting. If you have questions, please consult with your department chair and dean. In general, we do not approve full-

time faculty teaching for other institutions during their 9-month appointments. The policy articulates the difference between outside employment, which is rarely approved, and outside consulting, which is more common. The link to the [approval form is here](#). When in doubt, fill it out!

3. With the assistance of Myers McRae, the College of Education Dean Search Committee continues its work to review applications. The preferred deadline has passed. The Committee will discuss and rank the applicants next week. Semi-finalist interviews will take place the second week of March, and we hope to have on-campus interviews scheduled in the last week of March or first week of April, if needed. The search is chaired by Dean Jeff Bellantoni and the committee includes: Bettie Parsons Barger, Shaniqua Corley-Moore, Erik Gommer (student), Lisa Harris, Sherry Hoyle, Kavin Ming, Kathleen Park, Tenisha Powell, Robert Prickett, Sheila Quinn (Clover Superintendent), and David Schary.
4. Many thanks to the ad-hoc committee that worked throughout the end of fall 2021 and into spring 2022 discussing potential future professional doctorates that Winthrop University would be well-positioned to explore. Janet Wojcik led a highly-qualified team of your peers to review a list of potential professional doctoral and master's and undergraduate programs in areas aligned to future growth in the labor market. Janet could not be here today, but I will be sure to share the outcomes of that work with you in future communications. Again, these are recommendations for programs we *might* pursue, in alignment with future strategic enrollment planning for Winthrop University. But I wanted to publicly thank the team for their efforts. I have asked them to complete a final task, and prepare some data on costing consultants who may perform the next level of analysis to inform any future program development decisions we may recommend to the incoming President and Trustees. It should come as no surprise to you that programs in education, psychology, and occupational or physical therapy were high on the list, as they align with very strong undergraduate and graduate programs that are thriving currently at Winthrop. More news on this work to come in the future!
5. Kudos also to the IT/Academic Affairs ad-hoc committee, which continues its work preparing for technology upgrades to our learning spaces, and planning for our implementation of the laptop requirement that goes into effect in fall 2022. IT has prepared an [informative website](#). We need your help in making sure any laptop guidance you provide in your own programs link back to this site, so we are providing strong alignment in our messaging. FAQs and a communication plan for new and incoming students are under development. Financial Aid has prepared communication pushes for orientation. The costs of the laptop are covered by financial aid in our indirect personal costs calculations. Here is an example of the cost communications sent to incoming students:

ESTIMATED COSTS PER YEAR (Based on 2022-23 estimated costs.)	
DIRECT COSTS (Expenses billed to you directly by Winthrop.)	
Tuition & Fees	\$16,564
Room & Meal Plan	\$10,488
TOTAL	\$27,052
INDIRECT COSTS (Other estimated expenses to consider.)	
Books & Supplies	\$2,496
Transportation	\$1,804
Personal	\$1,804
Loan Fees	\$90
TOTAL	\$6,194

6. Kudos are also in order to the Transfer Pathways workgroup, whose excellent outcomes from last year have positioned us well to align with work this year coming out of CHE and the legislature, as South Carolina works to build a stronger transfer experience across the state. We were again ahead of the curve in having our full degree transfer policy approved through Faculty Conference well in advance of CHE's March 1 deadline. Additionally, I wanted to share with you that South Carolina is the 38th state to join the [Complete College America](#) (CCA) Alliance. This is an exciting development for the state and our students. CCA is a non-partisan organization funded by many of the thought leaders driving position change in nation-wide student success initiatives. They focus on evidence-based strategies that advance degree completion and student success, with a mission focused on increasing equity and social mobility for all. Thinking about how to remove barriers to student success, such as those we often encounter for transfer students, is one of their strategies. As their website attests, "Higher Education Has a Choice: We can either reflect the racial, social, and economic injustices of society—or we can be an engine of equity, prosperity, and hope. At CCA, we're building a new system that restores the promise of higher education." They are launching an LMS to build communities of practice that all members of the campus community can join and thus gain access to knowledge banks, discussion groups, and innovation zones that we can mine, at no cost! Membership is covered through sponsorship at the state level. I attended the statewide launch in Columbia last week, and got to share in the excitement with many CHE staff members and several commissioners who serve on the Committee on Academic Affairs and Licensing (CAAL). I encourage you all to explore the resources on the CCA website and think about ways to join one of the communities of practice as this important initiative starts to ramp up in the state. If you've paid attention to the successes with co-requisite learning in Tennessee and its impact on degree completions, or the innovations that Georgia State and the University System of Georgia has advanced in recent years, you should know that they are active members of the CCA alliance.
7. Finally, March is almost here. You have heard me, Meg Webber, and/or Noreen Gaubatz present multiple times about the SACSCOC On-Site Committee scheduled for March 21 – 24, 2022. Noreen and Meg are on the agenda later, but I just want to set them up by saying thank you, again, to the teams that have brought us to this point. The QEP Implementation Team has produced a fabulous proposal – Flight Ready! – that will help us improve our career readiness supports to students in three key initiatives. And our writers and data collectors worked tirelessly to write our reaffirmation report and respond to the off-site committee's few areas of concern. Our work over the past two years really paid off in the very small number of areas where we had to provide follow up information in our Focused Report.

The next step is the on-site committee visit. Many of you received invitations this week to join meetings with the team when they are on-campus, primarily on March 22nd and 23rd. Thank you in advance to those of you who will be representing the institution to this group of our peers. They come to us from sister institutions in the southeast, and they volunteer their time to support us in this crucial accreditation process. If you have been invited to attend a session with the on-site committee, please do all you can to prepare, ask questions of me or Noreen, and show up for Winthrop and our students. We have a great deal to be proud of at Winthrop. As I've written to you many times, our programs

are our power, and our students are our purpose. March 21-24 presents a wonderful opportunity for you to articulate the strengths of our academic programs and student support systems and the student accomplishments that you and they make possible.

Thanks for all that you do, and I'm happy to take any questions.

Adrienne