

Good morning, everyone.

First, a reminder that I am in my [Provost Virtual Office Hour](#) Fridays from 9:30 to 10:30. Stop in with questions or to chat.

Second, I will be giving a report at Academic Council this afternoon on the current state of the academic master planning process. Here is a teaser:

The Academic Master Plan has four action areas. Here is my current draft/working visualization:



**Program Portfolio Health:** As you know, I have been working with ALC on developing program health metrics. We inserted metrics on enrollment, completions, retention, credit hour production, faculty/student ratios, and economic indicators into a College Profile Data Dashboard. The deans worked with chairs and faculty to use the data in the dashboard to make initial recommendations on programs to sustain, grow, transform, and/or eliminate. This work happened during the month of March. This is our initial step in what will become an annual process of monitoring program health to ensure the ongoing vitality of our overall program profile. We were not surprised to find that we have an overall healthy program profile. Identifying areas for improvement and strategic investment will only strengthen it more. A key outcome of this work is ensuring resources are appropriately aligned to support program health and advance our mission.

**New Program Outlook:** This part of the Academic Master Plan captures the work that faculty are always doing (innovating in their areas of expertise, thinking of ways to improve current programs, generating new program ideas) and pairing it with market research data from EAB to identify any gaps in our own internal processes. EAB completed our undergraduate market opportunity scan on March 26. Our graduate market opportunity scan is due in late April. We will combine ideas generated internally with this external research to establish a plan for programs we may want to add to our portfolio to best meet regional workforce needs and student

demand. I am working on plans to gather additional faculty inputs to inform a final set of recommendations to take us through the next period of our development and to align with the campus facilities master planning process launching later this spring as well. A key aspect of this work is ensuring that we have a strong connection between new program development, resources, and mission.

**Guided Program Pathways:** We have teams of faculty, staff, and administrators collaborating with their peers at York Tech and Clinton College to strengthen existing and develop new guided pathways to create a more seamless experience for transfer students to pursue bachelor's and master's degrees at Winthrop, thus increasing student enrollment and completions at all area institutions and increasing access to degree attainment in our region. This is important work. Strengthening our transfer pipelines will reap significant rewards for the populations we serve as a regional public institution and strengthen the local economy as well.

**Future Ready Graduates:** This fourth area captures our commitment to continually enhance our students' career readiness, digital readiness, and acquisition of the knowledge and skills articulated in our University-Level Competencies and delivered through our signature general education and co-curricular programming initiatives. The QEP gives us an opportunity to enhance career readiness, which was a leading choice from the campus community when we surveyed in 2020. Current investments in instructional technology and digital pedagogy training and supports will strengthen faculty access to the resources they need and student digital readiness for their future paths. Our ULCs and general education program likewise benefit from our continuous improvement and assessment efforts to ensure they remain salient and provide students with the outcomes we know they need to be successful 21st century citizens of their many and varied communities.

I look forward to sharing more details at Academic Council, particularly in our progress in reviewing the program portfolio, developing new program ideas, and building transfer pathways. We will provide more updates on QEP work by the April Faculty Conference. And I know our new general education assessment committee has had a productive first year in establishing a framework for continuous improvement reporting and planning for the core and other general education categories.

I'll wrap up for today by saying, again, that these are big tasks. We have had many big tasks this year. 2020 still looms large in our rearview mirror. As April unfolds, we can take heart that we have made it through the first quarter of 2021. I am hopeful that it will see us turn the corner on the pandemic and, as is often the case after an illness or disruption, that we will come through it with a sense of renewal and purpose.

Good luck to those of you getting second vaccination shots. I hope you can create some time for yourself afterward to let your body do its work.

Have a great weekend,

Adrienne