

**WINTHROP UNIVERSITY**

**COLLEGE OF BUSINESS ADMINISTRATION**

**STRATEGIC PLAN**

**2019**

# WINTHROP UNIVERSITY

## COLLEGE OF BUSINESS ADMINISTRATION

**TAG LINE: TRANSFORMATIVE EDUCATION IN THE CAROLINAS**

### **MISSION STATEMENT**

The College of Business Administration delivers transformative education to the most diverse student body in the heart of the Carolinas. The College will promote **student success** with **professional development, innovative programs, experiential learning, and regional partnerships**, through **quality instruction, applied and pedagogical research, and impactful service**.

#### **Transformative Principles:**

**Student Success:** The College is absolutely committed to the success of its students through quality instruction, incorporating experiential learning opportunities into programs, and providing assistance in placement.

**Professional Development:** The College will deliver a multi-faceted student professional development program that includes both in-class and out-of-class training, practice, and experiences.

**Innovative Programs:** The College will develop innovative programs that addresses the needs both of its students and its regional partners.

**Experiential Learning:** Students will have opportunities to participate in co-ops, internships, field projects in courses, independent studies, international trips, and study abroad.

**Regional Partnerships:** We will promote the success of regional business and community organizations. Additionally, we will work with these partners to develop internship and placement opportunities for our students.

**Quality Instruction:** To keep pace with rapidly changing disciplinary knowledge, faculty members will maintain currency with their discipline and continuously develop their skills and abilities. To this end, faculty members will be engaged in

academic and practitioner organizations, develop and enhance linkages with the business community, local government, area schools, and other colleges and universities.

**Applied and Pedagogical Research:** The College will encourage and support faculty to conduct applied and pedagogical research to maintain currency and relevancy of knowledge for serving the needs of students and its local and regional partners.

**Impactful Service:** The faculty, staff and administrators of the College will serve the diverse needs of its local and regional partners, the University, and professional academic organizations.

Revised and adopted by the CBA Faculty Assembly 3/1/2019.

In pursuit of this mission and The Winthrop Plan, the CBA will undertake and support strategies and tactics to help ensure the success of the College.

## **I. Growing Enrollment:**

### **Strategies: The CBA will increase its enrollment by:**

- a. Increasing the amount of high school and tech school recruiting by faculty and staff.
- b. Enhanced retention through the use of a cohort model for freshmen, expanding tutoring services, improved identification of students with special needs, and indoctrinating students into fully using the services provided by the Student Success Center.
- c. Replicating the Accounting Mentorship and Professional Development (AMPD) program as a model for developing future programs that target special incoming populations and minority students.
- d. Reform curriculum to decrease entry barriers to transfer students.
- e. Procuring scholarship funds to increase the enrollment of students with greater financial need.

## **II. Improving Quality:**

### **Strategies: The CBA will improve quality by:**

- a. Hiring, developing, and retraining quality faculty.
- b. Expanding the faculty, staff, and administrator professional development opportunities.
- c. Re-emphasizing and expanding junior faculty mentoring.
- d. Increased travel support for the faculty and student development opportunities.
- e. Invest in faculty research with information and database platforms.
- f. Actively recruiting diverse candidates for faculty, staff, and administration for open positions.
- g. Supporting and expanding the Student Professional Development program.
- h. Curriculum development that expands the requirements for internships and experiential learning.
- i. Student-alumni mentoring systems and programs.

### **III. Increase Innovation:**

**Strategies: The CBA will increase innovation by:**

- a) Innovative degree programs, concentrations, tracks, and certificate programs.
- b) Innovative programs with appeal to students and regional partners.
- c) New online programs to attract and retain students.

### **IV. Stakeholder Engagement:**

**Strategies: The CBA will engage its stakeholders by:**

- a) Partnering with employer and alumni stakeholders to prepare students for the workforce.
- b) Increasing the amount of fund-raising activities to develop deep and long-lasting partnerships with external stakeholders that also benefit students and the CBA.
- c) Fund-raising initiatives that develop a culture of giving.
- d) Rewarding impactful service among faculty that serves stakeholder needs and increases the reputation of the CBA.
- e) Alliances with national, regional and local professional, business, government, and community organizations

## Expected Targets and Outcomes for the CBA

In pursuing the CBA's mission and executing its strategies, the following College-level outcomes and targets are sought:

WPSG#*	Winthrop Plan Targets	CBA Targets
1	Total Headcount Enrollment	+1.5% per year
1	Retention Rate - Fr. To So.	+1.0% per year
1	Graduation Rate - 6 year	+0.5% per year
1	Undergrad Placement Rate	+0.5% per year
1	% of AALANA/Asian/Intl Students	+0.5% per year
2	2+ High Impact Practices	+0.5% per year
2	Student Diversity indicator	+0.5% per year
2	Student-Faculty Interaction/Engagement	+1.0% per year
2	# New/Redesigned Programs	+1 per year
3	% of AALANA/Asian/Intl Faculty/Managerial Staff	Maintain at Least 20%
3	% of FT Employees with Salaries at/Above Median	+2.0% per year
3	Satisfaction of Faculty, Staff, and Administrators	+1.0% per year
4	# Classrooms w/ Upgraded Technology	+1 per year
4	Student Satisfaction w/ Support Services	+1.0% per year
4	# of Online/Hybrid Programs	+1 per year
5	Alumni Giving Rate	+0.5% per year

\* Winthrop Plan Strategic Goal Number

## **Winthrop University Strategic Plan\***

A strategy to become a national model for a student-centered university experience.

In pursuit of the strategic plan Winthrop University proposing the following goals and activities:

### **1. Support inclusive excellence by expanding our impact on students and our communities through enrollment growth and increases in retention and graduation rates.**

1.1. Improve student success with new and refined co-curricular programs and services that emphasize measurable impacts on retention and graduation rates.

1.2 Enrich our academic program mix by developing new and innovative programs (degree programs, certificate programs, continuing education programs) and by refining existing academic programs to meet the emerging needs and interests of diverse student populations and the community.

1.3 Develop and implement a clear marketing strategy that refines and highlights the university's competitive advantages.

1.4 Refine and implement a long-term student recruitment plan with an emphasis on expanding our reach domestically, both inside and outside South Carolina, and internationally while increasing diversity

### **2. Continually enhance the quality of the Winthrop experience for all students by promoting a culture of innovation, with an emphasis on global and community engagement.**

2.1 Develop new programs and enhance current ones that have the potential to be national models.

2.2 Increase opportunities for students, faculty, and staff to interact with organizations in the community, with an emphasis on enhancing our impact on the surrounding community.

2.3 Maintain and enhance the university's commitment to global learning.

### **3. Attract and retain high quality and diverse faculty, staff, and administrators.**

3.1 Develop innovative approaches for increasing the diversity of the candidate pools for all faculty and staff positions and for increasing our success in attracting, hiring, and retaining diverse employees.

3.2 Develop and implement a long-term competitive compensation plan.

3.3 Enhance professional development and training opportunities for faculty, staff, and administrators that increase the potential of the university to reach the various goals in the strategic plan.

### **4. Provide facilities, technology, and programs that support Winthrop students and the overall Winthrop experience.**

4.1 Increase the use of technology in order to provide more programs and enhance access through alternative delivery methods while maintaining the quality of the Winthrop Experience.

4.2 Develop and initiate a campus master plan that focuses both on maintenance and new construction.

4.3 Identify critical facility renovations with a high impact on the student experience and raise money to support those renovations.

### **5. Ensure financial stability and sustainability.**

5.1 Develop and implement innovative approaches to fundraising.

5.2 Emphasize raising scholarship dollars to support the needs of our students.

5.3 Increase fundraising efforts related to facilities and technology/equipment that will enhance the student experience.

5.4 Build a network of alumni who will be donors, volunteers, and leaders, advancing the Winthrop Experience and its impact on the world.

5.5 Increase fundraising capacity by expanding the number of people actively engaged in advancement efforts including students, faculty, staff, alumni, and friends.

5.6 Develop a new budget model for the university that is more transparent and more clearly aligns with institutional goals.

5.7 Maintain and enhance fiscal integrity by decreasing institutional debt as a portion of total assets.

\* Adopted in 2016 by the Winthrop University Board of Trustees.

## CBA Alignment with Winthrop University Strategic Plan

The CBA pursues the following performance targets in doing its part to implement the Winthrop University Strategic Plan. The Winthrop University Strategic Plan (WUSP) has multiyear performance targets for the period through 2025.\*

WPSG#**	Winthrop Plan Targets	2016	2017	2025
1	Total Headcount Enrollment	6031	6120	7000
1	Retention Rate - Fr. To So.	76.90%	78%	82%
1	Graduation Rate - 6 year	55.50%	56%	60%
1	Undergrad Placement Rate	90%	90.50%	92%
1	% of AALANA/Asian/Intl Students	39%	40%	43%
2	2+ High Impact Practices	79%	79%	84%
2	Student Diversity indicator	78%	78%	83%
2	Student-Faculty Interaction/Engagement	45%	47%	50%
2	# New/Redesigned Programs	N/A	+5	+25
3	% of AALANA/Asian/Intl Faculty/Managerial Staff	14.4%	15%	18.5%
3	% of FT Employees with Salaries at/Above Median	32%	35%	50%
3	Satisfaction of Faculty, Staff, and Administrators	51%	53%	60%
4	# Classrooms w/ Upgraded Technology	N/A	+5	+50
4	Student Satisfaction w/ Support Services	74%	80%	85%
4	# of Online/Hybrid Programs	1	5	15
4	Expenditures on Facilities	\$11.1M	13.5M	\$15.0M
5	Total Endowment Assets	\$43.1M	\$45.0M	\$80.0M
5	unrestricted Gift Revenues	\$433,362	\$500,000	\$700,000
5	Alumni Giving Rate	8.60%	9.50%	13%
5	Scholarships/Grants for Students From Univ/Fdn	\$16.4M	\$16.8M	\$20.0M
5	Debt Ratio	0.539	0.515	0.400

\* Adopted in 2016 by the Winthrop University Board of Trustees.

\*\* Winthrop Plan Strategic Goal Number