The Winthrop Plan

A Strategy to Become a National Model for a Student-Centered University Experience
Support inclusive excellence by expanding our impact on students and our communities through enrollment growth and increases in retention and graduation rates.
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**Total Headcount Enrollment**

<table>
<thead>
<tr>
<th>Year</th>
<th>2017 Baseline</th>
<th>2017 Target</th>
<th>2025 Stretch Target</th>
<th>2025 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>6031</td>
<td>6120</td>
<td>6200</td>
<td>7000</td>
<td>7500</td>
</tr>
</tbody>
</table>

**One-Year Retention Rate, First-Time, Full-Time Freshmen**

<table>
<thead>
<tr>
<th>Year</th>
<th>2017 Baseline</th>
<th>2017 Target</th>
<th>2025 Stretch Target</th>
<th>2025 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>76.9%</td>
<td>78%</td>
<td>80%</td>
<td>82%</td>
<td>85%</td>
</tr>
</tbody>
</table>
**GOAL 1**

**THE WINTHROP PLAN**

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

<table>
<thead>
<tr>
<th>Six-Year Graduation Rate, First-Time, Full-Time Freshmen</th>
<th>Baseline</th>
<th>Target 2017</th>
<th>Stretch Target 2017</th>
<th>Target 2025</th>
<th>Stretch Target 2025</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>55.5%</td>
<td>56%</td>
<td>59%</td>
<td>60%</td>
<td>65%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Undergraduate Student Placement Rate</th>
<th>Baseline</th>
<th>Target 2017</th>
<th>Stretch Target 2017</th>
<th>Target 2025</th>
<th>Stretch Target 2025</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>90%</td>
<td>90.5%</td>
<td>92%</td>
<td>92%</td>
<td>95%</td>
</tr>
</tbody>
</table>
Support inclusive excellence by expanding our impact on students and our communities through enrollment growth and increases in retention and graduation rates.

Percentage of Students who are AALANA/Asian/International:

- **Baseline**: 39%
- **Target 2017**: 40%
- **Stretch Target 2017**: 41%
- **Target 2025**: 43%
- **Stretch Target 2025**: 45%
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.
Support inclusive excellence by expanding our impact on students and our communities through enrollment growth and increases in 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.
Support inclusive excellence by expanding our impact on students and our communities through enrollment growth and increases in retention and graduation rates.

1.3 Develop and implement a clear marketing strategy that refines and highlights the university’s competitive advantages.
Support inclusive excellence by expanding our impact on students and our communities through enrollment growth and increases in retention and graduation rates.

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.
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.
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Percentage of Undergraduate Students with at Least Two High Impact Practices

*National Avg. 62%*

- **Baseline NSSE 2014:** 79%
- **Target NSSE 2016:** 79%
- **Stretch Target NSSE 2016:** 80%
- **Target NSSE 2024:** 84%
- **Stretch Target NSSE 2024:** 89%

NSSE Diversity Indicator

*National Avg. 72%*

- **Baseline NSSE 2014:** 78%
- **Target NSSE 2016:** 78%
- **Stretch Target NSSE 2016:** 80%
- **Target NSSE 2024:** 83%
- **Stretch Target NSSE 2024:** 88%
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.

<table>
<thead>
<tr>
<th>NSSE Student-Faculty Interaction Engagement Indicator</th>
<th>Baseline NSSE 2014</th>
<th>Target NSSE 2016</th>
<th>Stretch Target NSSE 2016</th>
<th>Target NSSE 2024</th>
<th>Stretch Target NSSE 2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Avg: 34%</td>
<td>45%</td>
<td>45%</td>
<td>47%</td>
<td>50%</td>
<td>55%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number of New and Substantially Redesigned Programs</th>
<th>Baseline Target 2017</th>
<th>Stretch Target 2017</th>
<th>Target 2025</th>
<th>Stretch Target 2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
<td>+5</td>
<td>+7</td>
<td>25</td>
<td>40</td>
</tr>
</tbody>
</table>
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.
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.

2.2 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.
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.

2.3 Maintain and enhance the university’s commitment to global learning.
Attract and retain high quality and diverse faculty, staff, and administrators.
Attract and retain high quality and diverse faculty, staff, and administrators.

Percentage of Faculty/Managerial Staff Who Are AALANA/ Asian/International

- **Baseline:** 14.4%
- **Target 2017:** 15%
- **Stretch Target 2017:** 15.5%
- **Target 2025:** 18.5%
- **Stretch Target 2025:** 20%

Percentage of Full-Time Employees with Salaries At or Above the Median

- **Baseline:** 32%
- **Target 2017:** 35%
- **Stretch Target 2017:** 40%
- **Target 2025:** 50%
- **Stretch Target 2025:** 55%
Attract and retain high quality and diverse faculty, staff, and administrators.

Satisfaction of Faculty, Staff, and Administrators Based on One Or More Rating Systems

- **Baseline**: 51%
- **Target 2017**: 53%
- **Stretch Target 2017**: 55%
- **Target 2025**: 60%
- **Stretch Target 2025**: 65%
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.
Attract and retain high quality and diverse faculty, staff, and administrators.

3.2 Develop and implement a long-term competitive compensation plan.
GOAL 3

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Attract and retain high quality and diverse faculty, staff, and administrators.

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

**Number of Classrooms with Upgraded Technology**
- **Baseline**: N/A
- **Target 2017**: +5
- **Stretch Target 2017**: +6
- **Target 2025**: 50
- **Stretch Target 2025**: 62

**Student Satisfaction with Support Services**
- **Baseline**: 74%
- **Target 2017**: 80%
- **Stretch Target 2017**: 85%
- **Target 2025**: 85%
- **Stretch Target 2025**: 90%
Provide facilities, technology, and programs that support Winthrop students and the overall Winthrop experience.

<table>
<thead>
<tr>
<th>Number of Online/Hybrid Programs</th>
<th>Baseline</th>
<th>Target 2017</th>
<th>Stretch Target 2017</th>
<th>Target 2025</th>
<th>Stretch Target 2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2017</td>
<td>1</td>
<td>+3</td>
<td>+5</td>
<td>15</td>
<td>20</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenditures on Facilities</th>
<th>Baseline</th>
<th>Target FY 2017</th>
<th>Stretch Target FY 2017</th>
<th>Target FY 2025</th>
<th>Stretch Target FY 2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2017</td>
<td>$11.1M</td>
<td>$13.5M</td>
<td>$13.75M</td>
<td>$15M</td>
<td>$22M</td>
</tr>
</tbody>
</table>
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.
Provide facilities, technology, and programs that support Winthrop students and the overall Winthrop experience.

4.2 Develop and initiate a campus master plan that focuses both on maintenance and new construction.
Provide facilities, technology, and programs that support Winthrop students and the overall Winthrop experience.

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

**Total Endowment Assets**
- Baseline: $43.1M
- Target 2017: $45M
- Stretch Target 2017: $47.5M
- Target 2025: $80M
- Stretch Target 2025: $90M

**Unrestricted Gift Revenues**
- Baseline: $433,362
- Target 2017: $500,000
- Stretch Target 2017: $600,000
- Target 2025: $700,000
- Stretch Target 2025: $1M
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Ensure financial stability and sustainability.

Alumni Giving Rate

- Baseline: 8.6%
- Target 2017: 9.5%
- Stretch Target 2017: 10%
- Target 2025: 13%
- Stretch Target 2025: 15%

Scholarship/Grant Dollars for Students from University and Foundation

- Baseline: $16.4M
- Target 2017: $16.8M
- Stretch Target 2017: $17M
- Target 2025: $20M
- Stretch Target 2025: $22M
Ensure financial stability and sustainability.

Debt Ratio:

- **Baseline**: 0.539
- **Target 2017**: 0.515
- **Stretch Target 2017**: 0.500
- **Target 2025**: 0.400
- **Stretch Target 2025**: 0.350
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Ensure financial stability and sustainability.

5.1 Develop and implement innovative approaches to fundraising.
Ensure financial stability and sustainability.

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.
Ensure financial stability and sustainability.

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.
Ensure financial stability and sustainability.

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.
Vision for 2025

Winthrop will be a national model for providing a supportive, high quality, and affordable educational experience that has a positive impact on the students and the community.