



*2013-2014*

*Vision of Distinction*  
*(Text only)*



# The Vision for Winthrop

*Winthrop University will be— and will be recognized as— one of the best universities of its kind.*

## **THE NATURE AND CHARACTER OF WINTHROP UNIVERSITY**

Winthrop is South Carolina’s distinctive public comprehensive university.... Committed to serving the educational needs of the citizens of the state and the region, we bring the world to Winthrop and Winthrop to the world.

As a community of learners:

- We center the Winthrop experience on student development inspired by our commitment to the liberal arts traditions, to national-caliber professional education, and to developing leadership and civic responsibility;
- We nurture collective and individual growth, enlightenment, and transformation;
- We value the search for truth through reasoned and disciplined inquiry, innovation, and free expression;
- We embrace multiculturalism and the broadest possible diversity of people and perspectives;
- We share a strong sense of place—a beautiful, historic campus with a collegial and caring atmosphere; and
- We fulfill and enhance the nature and character of the university through policies and resources that reflect and advance these ideals and aspirations.

*—Excerpted from the Report of the President’s Task Force  
on the Nature and Character of the University*

## **WINTHROP UNIVERSITY and 'CORE COMMITMENTS'**

In partnership with the Association of American Colleges and Universities (AAC&U) and the John Templeton Foundation, Winthrop University has joined with a select cadre of other leading institutions across the country to affirm and emphasize that dimensions of personal and social responsibility are a fundamental aspect of meaningful higher education for the 21<sup>st</sup> century.

At Winthrop, this important initiative manifests itself through institutional expectation that all members of the campus community will devote attention to development of the following dimensions of personal and social responsibility:

- 1. Achieving excellence*
- 2. Cultivating personal and academic integrity*
- 3. Contributing to a larger community*
- 4. Taking seriously the perspectives of others*
- 5. Developing competence in ethical and moral reasoning.*

By infusing these commitments across institutional life, Winthrop will offer students the means to deepen and strengthen their capacities to live, learn and lead for a lifetime.

# **THE WINTHROP COMMUNITY**

## **STRATEGIC VALUE**

Winthrop University will be a community of learners, dedicated to intellectual, cultural, personal and social growth. All students will be involved in the academic and co-curricular life of the campus. Faculty and staff will encourage the full involvement of students in their own education, in and out of the classroom. The climate of Winthrop will be one in which understanding of differences is a way of life and the integrity of each person is a given. Individuals will be valued for the creations, achievements, and contributions with which each enriches the campus. Winthrop will cherish the gifts of all its people of genders and all races, religions and ethnic origins. Winthrop will provide an environment that establishes a sense of common purpose and school spirit, promotes an inclusive cultural environment, and fosters the overall maturation, intellectual and ethical development of each student.

## **STRATEGIC INITIATIVES**

1. To ensure Winthrop University continues to offer its students a first-class educational experience, consistent with the progress of the times and the needs and expectations of citizens living in a global context both socially and economically, Winthrop will:

- Prepare the Winthrop campus community for the transition to the tenth President of Winthrop University in summer 2013.
- Continue to manage available resources and invest in Winthrop's future as needed, with priority areas:
  - Ensuring the continuing national-caliber quality of the academic experience at Winthrop.
  - Continuing to provide a safe and secure campus.
  - Continuing recruitment of the high-achieving, socially responsible and inclusive student body for which Winthrop is known.

2. To build on its record of nationally recognized quality and value while ensuring the continued availability of the distinctive Winthrop Experience for students of the future, Winthrop in 2013-14 will continue to implement the Global Learning Initiative by encouraging and tracking the integration of global learning and awareness across students' Winthrop experience, with particular emphasis on deepening learning opportunities in the Touchstone core courses.

3. To become well-prepared for such time as when the national and state economy recover to the point that Winthrop is able to consider compensation improvement initiatives for faculty and staff, Winthrop in 2013-14 will develop a process for an annual update of salary information using latest data.

4. To broaden and deepen opportunities for a fully engaged campus community and to take advantage of best practices in new student engagement and recruitment, Winthrop will continue to refine the university's website, reinforcing its focus on new student engagement and recruitment, completing the recommendations from the recent admissions website audit, creating a continually better user experience, integrating social web elements, completing the conversion of selected sites to the content management system and incorporating strategy suggestions for enhancing the marketing presence of the university throughout the site.
5. To build upon its statewide recognition in energy management and recycling and advance Winthrop toward the goal of becoming a sustainable university, Winthrop will seek selected grants, green certifications, and other awards/recognitions that will affirm and build on Winthrop's commitment to sustainability.
6. To enrich the range of perspectives contributing to student learning, Winthrop will develop estimates of personnel and fiscal resource requirements necessary to establish a pilot program for bringing recognized leaders and innovators in various creative and professional fields to the campus through "in residence" programs tailored to their respective availability.
7. To help ensure the safety of the Winthrop University campus for the youngest of learners, Winthrop will develop a policy and related protocol that build upon current processes for protecting children who come to campus to participate in various programs.
8. To recognize the contribution and expertise of Winthrop retirees and enhance their continued engagement in the life on the campus, Winthrop will develop a plan to encourage retiree participation in campus programming activities and services.
9. Winthrop will continue to concentrate its marketing resources and coordinate activities across campus to build a growing regional and national presence, utilizing best practices to engage students intentionally in the recruitment process; engage alumni more effectively in the activities of the university and especially the recruitment of new students; promote academic programs, concentrations, and offerings; develop plans, collateral, and objectives for multiple niche markets; and utilize technologies to enhance access and attainment of students.
10. In cooperation with the Mass Communication Department, the Information Technology Department, the College of Visual & Performing Arts, the Vice-President for Academic Affairs, and the Office of the President, the Department of Athletics will continue its work with Comporium to assess the feasibility and efficacy of a Winthrop TV Cable Channel.

11. The Department of Athletics will continue its development of relationships with former Winthrop student-athletes in promoting these former students involvement with the Winthrop Varsity Club.

## **THE STUDENT BODY**

### **STRATEGIC VALUE**

Winthrop University will enroll an achievement-oriented, culturally diverse and socially responsible undergraduate student body that will benefit from a challenging education offered in a residential setting, supported by a full array of services that are consistent with the best practices nationally.

Successful undergraduate applicants will have demonstrated both academic competence and a commitment to meaningful community involvement. Winthrop will increasingly attract South Carolina's best students as well as those highly qualified students from beyond South Carolina whose presence will add to the diversity and enrichment of the student body. Winthrop will be an institution of choice for historically underrepresented students who will have demonstrated achievement through both traditional and non-traditional measures.

Winthrop will also enroll a cadre of graduate and continuing students in a selected array of high-quality graduate and continuing professional education programs. Successful graduate applicants will have demonstrated ability for advanced study at the master's degree level and beyond.

### **STRATEGIC INITIATIVES**

1. To fulfill its commitment to achieve progress toward planned enrollment growth and student academic success among various members of its learning community, Winthrop this year will:

- Work to maintain funding in support of recruitment and retention programs, e.g., TRiO, McNair Scholars, and LEAP;
- In cooperation with area schools, continue to determine the appropriate structure, program content, and marketing plan for creating and promoting the "Winthrop Academy" to enable qualified students to experience campus-level academic challenges that will encourage their eventual application to Winthrop, and enable qualified high school students to earn dual credit toward a college degree at Winthrop.

2. To increase the number of students matriculating to degree completion and provide a high quality Winthrop experience, Winthrop will continue to balance in-state and out-of-state recruitment and enrollment of all populations, including new freshmen, transfer students, international and non-traditional students, as well as graduate and summer session students, by:

- Continuing to strengthen the appeal of Winthrop to transfer, adult and veteran student populations by:

- Reviewing best practices and outlining steps needed to achieve formal certification as a “Military Friendly School” as part of implementing its plan for the recruitment, financial support, and student services support of veterans.
  - Expand current retention efforts such as such as the Academic Success Center, the Honors Program, the Office of Nationally Competitive Awards, and the Resource Center for Adult Students.
  - Drawing on national best practices, create a systematic way for Winthrop University to focus on coordinating the presentation of student success and graduate outcomes to provide valid data and affiliated stories to support student recruitment, university marketing, grant applications, and other institutional needs.
3. Create a more robust recruitment focus on non-traditional students, including military, transfer and other populations by launching the Transfer Bridge Program with York Technical College and by furthering the joint efforts of the Admissions/Recruitment team with the Resource Center for Adult Services and Veteran Benefits Coordinator to market and support the recruitment, admission, retention, and overall success of the non-traditional student population.
4. Build on Winthrop’s international student recruitment program and ensure a smooth enrollment transition for admitted international students by strengthening the collaboration between the Office of Admissions and the International Center, to include incorporating new social media and website support for international student engagement.

## **ACADEMIC LIFE**

### **STRATEGIC VALUE**

Winthrop University will offer academic programs that challenge high-achieving students and meet nationally established standards of quality. These programs will be continually reviewed with the assistance of external consultants and accrediting agencies to ensure that students are challenged at their highest level of ability. Further, these reviews will ensure that courses of study and the knowledge offered are consonant with current research and methodology. Winthrop will impart to its students the knowledge, skills, experience and values necessary to enrich their lives, and to meet the needs and challenges of the society in which they will live as citizens and professionals.

To this end, Winthrop will recruit and maintain a diverse and inclusive faculty of national caliber. It will support its faculty as they enhance their abilities as effective teachers and as they develop and enrich their knowledge and skills as scholars, researchers, practitioners and creative artists in their disciplines. Moreover, Winthrop will support high-quality instruction and research

in every field of study offered by developing and maintaining at an appropriate level its classrooms, studios and performance spaces, as well as its informational and instructional technology resources.

## **STRATEGIC INITIATIVES**

1. To ensure Winthrop University continues to fulfill its mandate to be a “first-class institution of higher education” that from time to time adds “programs and features as the progress of the times may require,” Winthrop in 2013-2014 will:
  - Address market demands for credentials that can augment and enhance the quality and value of a Winthrop degree by:
    - Exploring undergraduate and graduate certificate programs
    - Emphasizing the development of concentrations or tracks within or among existing degree programs to support the professional goals of 21st-century students.
  
2. To ensure its continued leadership in offering national-caliber academic programs consistent with emerging best practices, Winthrop will maintain its existing 100 percent national program accreditation and national caliber academic standards by:
  - Hosting 2013-14 site visits in:
    - Theatre (all programs) (October 2013)
    - Family & Consumer Science
  - Conduct program self-studies in Biology, Chemistry, Mass Communication, and Business Administration in preparation for 2014-15 site visits or other external reviews.
  - Participate in external program review of economics in Fall 2013.
  
3. Continue a campus-wide examination of the impact of the Touchstone Program on student learning and development with the goal of providing the best and most relevant curriculum for today’s students, including a review of the Touchstone Program’s relationship to majors and student academic progress.
  
4. To enhance the sense of community and attractiveness of Winthrop for particularly high-performing students and prospective students, Winthrop will continue to complete incrementally the steps necessary to launch a Winthrop Honors College in the near future.
  
5. To enhance leadership learning opportunities for students, Winthrop will broaden and refine leadership as an academic pursuit on campus by:
  - Implementing a minor in leadership studies.
  - Exploring leadership studies scholarship opportunities.

6. To provide sustainable support for current and prospective leaders and to serve as a focal point and gathering place for leadership development, Winthrop will complete the steps necessary to establish the DiGiorgio Forum on Leadership.

7. To broaden access to Winthrop University courses and support on-time degree completion, Winthrop will continue to explore and support the expansion of more flexible offerings (deliveries, scheduling) for both individual courses and entire programs.

8. To enhance opportunities for both Winthrop alums and other graduate school prospects, the Graduate School at Winthrop will work in collaboration with graduate programs across the institution to formulate strategies for the growth and development of graduate education, including effective and efficient recruitment of and financial support for graduate students.

## **FACILITIES AND ENVIRONS**

### **STRATEGIC VALUE**

Winthrop University will provide and maintain instructional, research, performance, exhibition and recreational facilities that contribute to the realization of its mission as a distinctive, comprehensive, residential learning university. In so doing, Winthrop will preserve the unique, historic character of its campus while adapting existing facilities for contemporary use and broadening its range of housing options in order to provide a contemporary physical environment of exceptional beauty in which students, faculty and staff live, learn and work. Studio and performance spaces, as well as informational and instructional technology resources, will be upgraded regularly to provide students with professional environments similar to those they will encounter in their careers or in advanced study.

### **STRATEGIC INITIATIVES**

1. To ensure timely upgrades to various facilities that will serve the academic and personal development needs of Winthrop students over time, Winthrop will evaluate potential uses of newly available campus spaces.

2. To preserve and protect Winthrop's nationally recognized historic spaces, enabling them to continue to be adapted to contemporary uses, Winthrop will:

- Implement a short- and long-range protocol for facilities' renovation/refurbishment.
- Update cost estimates for replacement of Winthrop/W.T.S. Building roof and drainage system.
- Continue to develop plans and cost estimates to repair McBryde Hall roof and interior ceiling beams.

- Continue to develop plans and cost estimates for the phased upgrade of Byrnes Auditorium.
- Complete conversion of Student Activities Center to temporary band rehearsal space.

3. To ensure the long-term development needs of the university are addressed, Winthrop will evaluate and pursue land acquisitions as necessary.

4. With financial support from Piedmont Medical Center, the Department of Athletics and the Department of Facilities Management will repurpose a storage space for an Athletic Training facility to service the Soccer, Lacrosse and the Irwin Belk Track facilities.

5. The Department of Athletics and the Office of Interior Design will implement an upgrading of the Rock Hill Coca-Cola Academic Support Center which will include a system of recognizing Winthrop's past and future Academic All-Americans and those student-athletes who show outstanding academic achievements.

6. The Office of Interior Design and the Department of Facilities Management will design and construct a new area for the display of the Winthrop Athletics Hall of Fame across from the Eagle Room in the Winthrop Coliseum. Current Athletics Hall of Fame display areas will be repurposed for the display of athletic championship trophies.

## **SUPPORT SERVICES**

### **STRATEGIC VALUE**

Winthrop University will provide support systems and services to advance its goals and the work of its faculty, staff and students in pursuing those goals. In addition, Winthrop will have the organizational flexibility and human resource policies necessary to support the professional growth and development of faculty and staff, and to make the most effective and efficient use of their talents and experiences.

Winthrop will provide a framework for the management of information technology, and will ensure that information technology resources are used effectively and efficiently in support of the mission, goals and objectives of the university. Information technology resources at Winthrop will conform to national and international standards and exist as convenient and dependable utilities.

All fiscal, logistical, technological, human resources, and other support services will be consistent with the best practices nationally and will enable the smooth and efficient operation of the university.

## STRATEGIC INITIATIVES

1. To ensure that Winthrop's technological capacity remains current with the needs and expectations of an institution of its mission and quality, Winthrop will:

- Continue to implement and expand uses of the university's newly enhanced mission-critical administrative computing systems:
  - Banner interface with University procurement cards.
  - Banner Workflow.
  - Banner Travel & Expense.
  - Luminis V, which will create an updated platform for Winthrop's Wingspan portal for on-line information and personnel processes (once beta site success is achieved.).
  - Banner 9, which over time will increase user-friendliness in all Banner programs.

2. Provide training and leadership for faculty, staff, and administrators in implementing and utilizing:

- Faculty data software to streamline annual reporting requirements for faculty.
- Analytic software to support data-informed decision-making for program management, student learning, finance, advancement, development, and accountability purposes.

3. Continue to review potential usefulness to Winthrop of various third-party software and administrative database systems, including:

- Acquire and deploy systems meeting Winthrop University's top-priority needs, including a successor to Recruitment Plus in Admissions.
- Develop a schedule for acquisition and deployment of other systems according to Winthrop's priority needs, e.g. critical incident management software, university-wide space management system.
- Implement a new Customer Relationship Manager (CRM) product.
- Expand and strengthen the university's best practices in using evolving social web elements as a strategy to support engagement and community.
- Enhance Winthrop's Learning Management System to increase online learning support for students and faculty.

4. To ensure that Winthrop's technological infrastructure remains current and capable of growing with new technology and is reliable and dependable, Winthrop will consider:

- New options for unified telephone services, by continuing research and developing proposals to match industry standard best practices.

- Upgrading campus fiber optic speeds and infrastructure between buildings to accommodate increased demands for streaming applications, security cameras, and other emerging technology.
- Installing armored fiber optics to minimize downtime due to environmental and animal damage.
- Refining network performance issues through increased capacity, improved routing, additional redundancy, and better security for hardwired and wireless networking.
- Replacing switches and routers and upgrading network closets.
- Upgrading servers to provide performance and functionality to meet user demands.

5. To ensure Winthrop's deployment and use of mobile devices are consistent with national best practices and emerging technologies, Winthrop will explore implications of mobile platforms and their uses within an academic community.

## **PARTNERSHIPS AND COLLABORATIONS**

### **STRATEGIC VALUE**

Winthrop University will be an effective advocate for its needs and those of higher education in general. The university will maintain active communications and relationships with its alumni, other institutions of higher education, educational associations, primary and secondary schools, elected and appointed public officials, and business and other external communities.

Winthrop will engage in an active program to heighten public awareness of its educational and cultural resources in the state, the region and the nation. In addition, Winthrop will be a source of significant public service in economic, educational, and cultural affairs in South Carolina and in the Rock Hill-Charlotte-Metrolina region.

The Winthrop University Alumni Association will provide assistance by communicating with alumni and offering programs for current and former students to foster their lifelong relationship with Winthrop, and by encouraging continued support of the university's development, traditions and reputation. The Winthrop University Foundation and Real Estate Foundation will provide private financial support for initiatives that enhance the Winthrop experience, particularly in the areas of scholarship endowments, faculty enrichment, and specific projects that help ensure the university's success in meeting its goals.

### **STRATEGIC INITIATIVES**

1. To ensure Winthrop will have the level of complementary resources necessary to provide an added margin of excellence to student experiences and campus life in general, Winthrop will

assist the Winthrop University Foundation in the public phase of the plan to garner \$50 million in external support for the goals outlined in ‘Distinction: The Campaign for Winthrop’ by:

- Increasing awareness about the many distinctive facets of students’ Winthrop Experience.
- Increasing the number of people who have their own Winthrop Experiences through involvement in campus programs, cultural and community events and intercollegiate athletics.
- Expanding Winthrop’s outreach to private grantor organizations whose missions and values align with Winthrop’s mission and values.
- Increase the availability of need-based scholarships for students at Winthrop University.
- Increase gifts to the permanent endowment for WUF to support students, faculty, programs and services key to forwarding the mission of WU.

2. To ensure Winthrop’s continuing capacity to respond to public policy trends while concurrently enabling Winthrop to meet current and future student and alumni needs, Winthrop will continue to engage with a variety of public officials to:

- Obtain timely information essential about emerging trends and public policy initiatives at all levels of government.
- Continue to broaden and deepen understanding of Winthrop’s role in helping South Carolina and South Carolinians to benefit from opportunities for economic, social and civic progress.
- Advance Winthrop’s cause at the federal level, as federal funding opportunities become available for public higher education and as federal legislation and regulations that could support or threaten Winthrop emerge.
- Continue to work with state officials to define, develop and implement initiatives that will best serve Winthrop and its students within the context of state and federal public policy movement toward “Accountability Based Funding” models.

3. To enhance opportunity for relationships between and among alumni, current students preparing for the world of work or further study, friends of the university and other stakeholders with whom Winthrop works, Winthrop will broaden its use of alumni communications capacities to affirm Winthrop’s reputation for quality and value and advance its causes through coordinated outreach activities.

4. To support the urban re-development goals of the City of Rock Hill and the Rock Hill Economic Development Corporation and contribute to the overall economic development of York County and the state, Winthrop will continue to work with local business and civic leaders to create 21st century ‘job nodes’ throughout the newly designated “Knowledge Park” area extending from the Winthrop campus to the eastern edge of Downtown Rock Hill by:

- Incorporating the unifying concept of the Knowledge Park Trolley Line into campus planning through:
  - Including route corridors and potential trolley stop locations into campus master plans as updates are undertaken.
  - Including amortization of a potential campus transportation contribution in the campus's long-term financial resource planning.
- Continuing to work with organizations interested in development of a Winthrop-related Active Adult Retirement Community by ensuring inclusion of the project in the Request for Qualifications of prospective developers for Knowledge Park and evaluating developer interest in moving forward with the project.
- Participating in selection of private-sector master developers and associated developers who will implement adaptive re-use of Knowledge Park properties historically known as The Bleachery.
- Continuing to work with York Technical College and private enterprise partners to maintain the presence of “The Hive” in Downtown Rock Hill’s small business enterprise area.
- Working with regional convention officials and private-sector developers of a hotel/ conference center planned for the Downtown East section of Knowledge Park.
- Working with planners of a Downtown East public park to integrate locally significant cultural and artistic elements into facility design.

5. To support the expansion of sport tourism as part of Rock Hill’s portfolio of economic development opportunities, Winthrop will engage with various public and private organizations to make Winthrop athletics facilities available as competition venues for national and regional events when such needs do not conflict with Winthrop’s use of those facilities for regular inter-collegiate training and competitions.

6. To create an array of opportunities for Winthrop students to engage with existing and emerging civic leaders at all levels, Winthrop and its West Forum on Politics and Public Policy will:

- Continue to provide on-campus opportunities for Winthrop students and the general public to hear from and engage with elected state and federal office holders around key issues shaping life in South Carolina and beyond.
- Work with partisan and independent organizations to bring candidates for state and federal office to campus to allow students and members of the public to hear from and engage with them around key issues and concerns shaping life in South Carolina and beyond.

7. To promote progress in meeting both Knowledge Park development plans and student expectations for a contemporary 'college town' feel to campus environs, including along Cherry Road across from campus, Winthrop, in partnership with the City of Rock Hill, Rock Hill Economic Development and others will carry out phased implementation of the College Town Action Plan by:

- Working with local officials and the S.C. Department of Transportation to incorporate 'college town' design features in public improvement projects, particularly along Oakland Avenue and Cherry Road, as well as connection to downtown Rock Hill via the Knowledge Park trolley line.
- Continuing to work with various business operators, property owners, and other private sector partners to engage them in implementation of the College Town Action Plan.