

# **Strategic Plan Goals and Initiatives—June 2017 Status Update**

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

## **Initiatives**

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

- *Targeted freshmen with increased programming for stress management and coping skills*
- *Increased online and second-half-of-semester courses to allow students to stay on track for graduation*
- *New marketing created to increase student attendance at sporting events*
- *Created new ACAD (Introduction to the Academy) course for transfer students to facilitate transition to Winthrop University services, academic info, advising, state scholarships*
- *Created a larger social media presence for new freshmen through the Office of the First-Year Experience*
- *Provided 24/5 access to Dacus Library*
- *Created a new Orientation and Registration session for transfer students enabling them to more efficiently register for classes and thus commit to the University*
- *Began exploration of emerging technology that would allow us to improve use of data for student success and retention*
- *Expanded the Greek community by adding four new organizations, which increases options for students to join 19 total fraternity and sororities and includes a new multicultural sorority*

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

- *Substantially revised the BS in Special Education with Multi-categorical Teacher Certification*
- *Recruiting first cohort for EdS in Educational Leadership (SACSCOC approval pending)*
- *Identified “anchor” programs for transition to online platform with outside provider(MBA, MSW, MEd-Special Education, MA-Arts Administration) and signed contract with the provider – target programs to begin Fall 2018*
- *Faculty committees submitted recommendations for degree completion program(s) and prior-learning assessment proposals/policies*
- *Offered new Project-based Learning Endorsement for first time to cohort of teachers from Rock Hill Schools*
- *Developed 5 new minors offered for the first time in 2016 to support student persistence and interest: Educational Studies, Community-based Learning, Digital Information Design (with \$15,000 grant support from IT-oLogy), Civic and Public Engagement, and Human Development and Family Studies*

- *Minors or certificates in Internal Audit, Music Technology, and Arts Management have been approved*
- *Implemented new graduate certificate in Middle Level Education*
- *Received approval to offer BS in Human Development & Family Studies (revision of BS in Family & Consumer Science) effective Fall 2017*
- *Revised BA in English to focus the core curriculum for all tracks within the major*
- *Revised BFA in Fine Arts to include digital media and to consolidate studio concentrations*
- *Developed Learning Technology concentration in MEd in Curriculum & Instruction as separate degree program*
- *Accelerated programs (combined undergraduate/graduate) in Biology, Business Administration, and English approved through campus governance with enrollments beginning Fall 2018*
- *Identified strong market in region for offering Bachelor of Professional Studies program for implementation Fall 2019*

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

- *Adopted FY16-17 advertising plan with an emphasis on digital channels; installed billboards in Charleston, Columbia, Greenville, and Spartanburg*
- *Developed annual president's State of the University address*
- *Received report from branding and web design consultant, FMB*
- *Began building web architecture in anticipation of web redesign*
- *Developed materials highlighting the President's Home and Winthrop's history*

**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.**

- *Recruited and hired a bilingual Admissions counselor*
- *New regional recruiter stationed in suburban Washington, D.C., helped contribute to 10% increase in student campus visits from Mid-Atlantic area*
- *Filled regional recruiter vacancy that focuses on Charlotte / Mecklenburg County and North Carolina in general*
- *Increased number of international recruitment-partner agents to 8 with a goal of 10-12 representing targeted markets abroad*
- *Staged three specific outreach events targeting high school guidance counselors from York County, Kansas City, Missouri, metro area, and Minneapolis-St. Paul.*
- *Admissions personnel traveled to 16 states in addition to Washington, D.C.*
- *Recruitment and counselor outreach events held in Dallas / Ft. Worth, TX, and greater Orlando, FL, markets this spring*
- *Launched virtual campus tour, "You Visit," and received over 1,500 views including 200 international views*

**Goal 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.**

**Initiatives**

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

- *Created in concert with PricewaterhouseCoopers (PwC) a scholarship program and professional development program for minority accounting students to begin Fall 2017*
- *Expanded Winthrop's nationally recognized University-School Partnership Network to 46 schools in 9 school districts*
- *Received state certification for the Foreign Language Teacher Education program*
- *Signed Memorandum of Understanding with Ellson Schools in Shijiazhuang, China, for teaching opportunities for teacher certification students*

**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.**

- *Using new software system to link students with volunteer service opportunities*
- *Provided "Budgeting, Understanding Credit Score, and Debt Consolidation" to students, conducted by Family Trust Federal Credit Union*
- *Establishing exercise science facility at University Center in Knowledge Park*
- *Began operating "CreatorSpace" (co-funded by Winthrop and Knowledge Park) in Fall 2016, includes light lab, 3D printer, laser cutter, video/audio equipment, whisper booth, etc.*
- *Initiated partnership with the Boys and Girls Club to allow Winthrop MAT students expanded opportunities for teaching and service*
- *Hosted Charlotte Chapter of the Internal Audit Association and received commitments for scholarship support and job placements*
- *Partnered with the City of Rock Hill on a public art initiative and the 2017 BMX World Championship activities*
- *Provided library instruction and research assistance to AP and IB high school students*
- *Finalized agreements with the City of Rock Hill and York County for improvements on Cherry Road adjacent to campus that will improve pedestrian safety and enhance the visual attractiveness of the north side of campus*
- *Co-sponsored with the Rock Hill Technology Incubator to host the Student Innovation Competition in the Campus Center to promote and support student learning of entrepreneurship*
- *Reorganization of the Office of University Events underway to better serve campus and external clients, generate additional revenue, and enhance Winthrop's reputation in the region*

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

- *Recruited and hired study abroad coordinator*
- *Implementing sustainability plan for Global Learning Initiative*

- *Admitted as a partner to the EU's Erasmus Mobil + 2 Program to develop faculty, staff, and student exchanges with the University of Porto beginning Spring 2017*
- *Selected global Common Book for 2017-18 (Spare Parts by Joshua Davis)*
- *Sponsored six events that exposed students to a variety of cultures and customs*

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

**Initiatives**

**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.**

- *Appointed a Chief Diversity Officer*
- *Provided training to search committees on Implicit Bias to elicit awareness of any conscious or unconscious biases with regard to race, religion, color, sexual orientation, or gender*
- *President Mahony, Dr. Adolphus Belk, and Associate VP Zan Jones attended Institute on Teaching and Mentoring focused on minority recruitment*
- *Joined the HERC (Higher Education Recruitment Consortium) of the Carolinas for access to job boards, webinars, training sessions, and discount rates from a variety of higher education-related vendors*
- *President spoke at Minority Opportunities Athletic Association (MOAA) sponsored session at an athletics conference; Athletic Director and President participated in the first Big South Connections event for emerging minority leaders in athletics and Athletic Director participated on a panel*
- *Named an Assistant Dean for Student Diversity, Engagement, and Inclusive Excellence*
- *Will begin requiring search committees to develop a recruitment plan for searches with an emphasis on ensuring there is a diverse pool of candidates*

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

- *Additional monies targeted within FY17 budget for competitive compensation use*
- *The 2015-16 competitive compensation salary review was brought up to date, including mapping of staff and administrator positions with appropriate job categories for comparison and updating with new salary medians released in 2017*

**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.**

- *Using Safe Colleges, an online training vendor, to provide new and improved training to faculty and staff regarding sexual and other harassment and discrimination to better monitor both Title IX and Title VII compliance*
- *Provided workshop on conflict management for department chairs in the College of Arts and Sciences and the College of Education*
- *Developed an on-line adjunct faculty orientation within the College of Arts and Sciences*

- Held first John Bird Writing Residency for faculty working on research
- Held the first Campus Staff Professional Development Conference on June 13, developed by Staff Assembly and providing sessions such as writing effective email communications, developing leaders, and planning campus events, with approximately 140 attendees.
- Provided supervisor training regarding developing a culture of inclusion in campus departments

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

### **Initiatives**

#### **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.**

- Completed classroom technology equipment upgrades in West Center and Kinard Hall classrooms
- Recruited and hired two instructional designers within the Office of Online Learning for online course development support
- Provided increased support for the Office of Sponsored Programs & Research through additional personnel
- Replaced out-of-date technology infrastructure thereby providing modern features and ten times the performance
- Implementing contractual partnership with Deltak/Wiley to deliver targeted online programs beginning in Fall 2018
- Enhanced WiFi in Richardson Ballroom; completed installation of new WiFi in Pettus Archives and West Center
- Provided Dalton and Sims Hall laboratory upgrades
- Developed App for iPhone and Android devices for use during New Student Orientation, Welcome Week, and Family Weekend
- Piloted the use of Marketplace uStores in order to streamline payments for West Center memberships and facility rentals

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

- Completed cost assessment of maintenance/renovation of major campus buildings with CHE estimate of remaining buildings
- Hired a financial advisor to develop alternative plans for future campus housing

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

- Installed new roofs on Withers, Music Conservatory, and Dinkins Porch
- Hired architectural firm for renovation and addition to Byrnes Auditorium and Music Conservatory

- Received feasibility study on possible renovation of Coliseum into professional event center
- Studying cost of installing artificial turf on lacrosse/soccer field

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

### **Initiatives**

#### **5.1. Develop and implement innovative approaches to fundraising.**

- Donorcast software program purchased to assist with donor identification
- Identifying athletic facility projects for use in soliciting gifts
- Exploring the implementation of an athletic specific CRM software as well as priority points system for the Eagle Club
- Developing institutional protocols for crowdsourcing as a means to fund research and special projects
- Developed videos and social media posts that supported fundraising

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

- Conducted scholarships analysis to determine high-need areas for focused fundraising efforts
- Revisiting annual scholarship program as part of the annual fund
- Eagle Club being re-organized to maximize dollars raised for student-athlete scholarships
- Graduate School Advisory Board provided funds as a collective challenge gift for the Winthrop Phonathon, which helped to raise money for Graduate Studies Scholarship Fund and the Graduate Research and Travel Fund

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

- Developed impact profiles to inform key donors about University priority needs for scholarships, facilities, technology, and programs
- Hosted two events showcasing student undergraduate research program to encourage further investments in infrastructure

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

- Expanding the Winthrop Women's Coalition, a fee-based membership group for alumna interested in assisting with fundraising
- President Mahony presented the strategic plan to individual donors as well as groups of donors and alumni in New York City, Atlanta, Greenville, Phoenix, Charlotte, Columbia, Charleston, and Rock Hill.
- Revising and re-implementing Alumni involvement program devised to assist Admissions with recruitment of new students
- Launched Alumni Advocacy Network
- Established three new alumni chapters and five new young alumni councils

- 5.5. Increase fundraising capacity by expanding the number of people actively engaged in advancement efforts including students, faculty, staff, alumni, and friends.**
- *Hired new Vice President for Institutional Advancement*
  - *Hired new Dean of College of Business Administration and Dean of College of Visual and Performing Arts both charged with specific duties related to fundraising*
  - *Enlisted Foundation and Alumni Board members and others to host alumni and fundraising events*
  - *Athletic Director and Associate Athletic Director for External Operations charged with fundraising for Athletics; plan to have the Associate Athletic Director participate in weekly meetings with major gifts officer and work more closely with new VP*
- 5.6. Develop a new budget model for the university that is more transparent and more clearly aligns with institutional goals.**
- *Incremental Hybrid Model under development using realistic base budgets (Zero-based and Incremental Budgeting) and incentives for revenue generation and cost reductions (Responsibility Center Management and Activity-based Budgeting)*
  - *Current Budget and Institutional Effectiveness Cycles is being modified to allow more time for divisional budget hearings*
  - *Ongoing comparative analyses of unit base budgets, actual costs, and revenues in order to right-size operating budgets and provide opportunities for appropriate incentives*
- 5.7. Maintain and enhance fiscal integrity by decreasing institutional debt as a portion of total assets.**
- *Debt ratio has moved from .53% in FY 15 to .52% in FY 16.*