

The Winthrop Plan
Success Measures and Metrics

Goal
1

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

Success measures and metrics	Fall 2015	Fall 2016	Fall 2017			Fall 2018		Fall 2025	
	Baseline	<i>No target estimated 2016</i>	Target	Stretch Target	Preliminary	Target	Stretch Target	Target	Stretch Target
A. Total headcount enrollment	6031	6109	6120	6200	6073	6150	6200	7000	7500
B. One-year retention rate – First-Time/Full-Time Freshmen	76.9%	73.3%	78%	80%	76.6%	78%	80%	82%	85%
C. Six-year graduation rate – First-Time/Full-Time Freshmen	55.5%	58.2%	56%	59%	57%	58%	59%	60%	65%
D. Undergraduate student placement rate	90%	89.6%	90.5%	92%	89.5%	90.5%	92%	92%	95%
E. Percentage of all students who are AALANA, Asian, or International	39%	40%	40%	41%	39.6%	41%	42%	43%	45%

Goal 1 Definitions

A. Total Headcount Enrollment: Number of students enrolled, as reported in fall to the state.

B. First-Year Retention Rate: First-year retention rate is the percentage of the first-time, full-time freshman cohort returning for the fall semester of their second year. The Fall 2017 rate represents retention of the Fall 2016 cohort. First-year retention rate is an indicator of student success and students' continued desire to engage in the Winthrop experience.

C. Six-Year Graduation Rate: Six-year graduation rate is the percentage of the first-time, full-time freshman cohort earning a Winthrop bachelor's degree within six years of enrolling. The Fall 2017 rate represents graduation of the Fall 2011 cohort. Six-year graduation rate is an indicator of student success and achievement of a specific academic credential.

D. Undergraduate Student Placement Rate: Student placement rate is defined as engaging in employment, advanced education, and/or military service upon graduation. The rate is a weighted average based on data from the annual Graduating Senior Survey and biennial Alumni Survey. Student placement rate reflects graduates' adequate preparation for careers and advanced education.

E. Student Diversity: Percentage of enrolled students who self-identified as African American, Latin American, Native American, Asian American, Native Hawaiian/Pacific Islander, Asian, two or more races, or international.

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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.

Success measures and metrics	NSSE 2014 (Rep.2015)		NSSE 2016 (Reported 2017)				NSSE 2018 (Rep.2019)		NSSE 2024 (Rep.2025)	
	Baseline		Target	Stretch Target	Actual		Target	Stretch Target	Target	Stretch Target
	NSSE Avg.	Winthrop Seniors			NSSE Avg.	Winthrop Seniors				
A. Percentage of undergraduate students who graduate with at least two high-impact practices	62%	79%	79%	80%	61%	70%	79%	80%	84%	89%
B. NSSE Diversity Indicator	72%	78%	78%	80%	71%	79%	80%	82%	83%	88%
C. NSSE Student-Faculty Interaction Engagement Indicator	34%	45%	45%	47%	33%	49%	50%	52%	52%*	55%
<i>*increased based on 2017 results</i>										
	2015-16		Fall 2017				Fall 2018		Fall 2025	
D. Number of new and substantially redesigned programs	Baseline		+5	+7	+3		+7	+9	+25	+40

Goal 2 Definitions

A. NSSE High Impact Practices: The National Survey of Student Engagement (NSSE) allows students to self-report their participation in high impact practices. The NSSE High Impact Practices Indicator signifies the percentage of seniors reporting participation in at least two of the following: learning community, course that included a service-learning project, research project with a faculty member, internship/co-op/practicum, study abroad, and/or capstone course. The NSSE High Impact Practices Indicator reflects the types of activities that enrich the learning experience and help students develop employer-desired skills, including problem solving, teamwork, communication, personal and social responsibility, and critical thinking.

B. NSSE Diversity Indicator: The NSSE Diversity Indicator signifies the percentage of seniors reporting having discussions *often* or *very often* with students from a different race/ethnicity, economic background, religion, or political perspective than their own. The NSSE Diversity Indicator allows the institution to look beyond the number of diverse students enrolled to the impact of this diversity on the interactions and experiences of all students.

C. NSSE Student-Faculty Interaction Indicator: The National Survey of Student Engagement (NSSE) allows students to self-report the frequency of their interactions with faculty. The NSSE Student-Faculty Interaction Indicator denotes the percentage of seniors engaging *often* or *very often* with faculty to discuss academic performance; course topics, idea, or concepts outside of class; career plans; or to work on activities other than coursework (e.g., committees, student groups). The NSSE Student-Faculty Interaction Indicator reflects the personalized, student-centered nature of the Winthrop experience.

D. Redesigned Programs: Redesigned programs are defined as new and substantially redesigned academic programs, having received full approval by faculty governance and the appropriate regulatory bodies, as required, (i.e., South Carolina Commission on Higher Education, South Carolina Department of Education, Southern Association of Colleges and Schools Commission on Colleges). Redesigned programs ensure an intentional, sustained, future-looking assessment of the University's offerings to meet the demands of an ever-evolving educational market.

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**Goal
3**

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

Success measures and metrics	2015		2017		2018		2025	
	Baseline	Target	Stretch Target	Preliminary	Target	Stretch Target	Target	Stretch Target
A. Percentage of faculty/managerial staff who are AALANA, Asian, or International	14.4%	15%	15.5%	16.4%	17%	18%	18.5%	20%
B. Percentage of full-time employees with salaries at or above the median	32%	35%	40%	37%	39%	41%	50%	55%
C. Satisfaction of faculty, staff, and administrators based on one or more rating systems	51%	53%	55%	Survey to be administered in AY2017-18	54%	55%	60%	65%

Goal 3 Definitions

- A. Employee Diversity:** Employee diversity is determined by the percentage of full-time instructional faculty and managerial staff who identify as African American, Latin American, Native American, Native Hawaiian/Pacific Islander, Asian, and/or international. This metric reflects data reported annually to the federal government (IPEDS) in the job categories of full-time *Instructional Staff and Management Occupations*. Employee diversity highlights Winthrop’s commitment to successfully attracting, hiring, and retaining diverse employees.
- B. Employee Compensation:** Employee compensation is assessed through annual salary studies, using a comparison group of regional peer institutions. These studies are used to establish comparative median employee salaries based on job descriptions of staff and administrators and on discipline, rank, and tenure status of faculty. Employee compensation assures that the University appropriately values and supports the work of faculty and staff.
- C. Employee Satisfaction:** The Strategic Planning Working Group Employee Satisfaction Survey allowed faculty and staff to self-report their level of employment satisfaction. This metric identifies the percentage of faculty and staff reporting being *satisfied* or *very satisfied* with their experience at Winthrop. Employee satisfaction is crucial in attracting, supporting, and retaining high quality faculty and staff to advance the institutional mission.

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**Goal
4**

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

Success measures and metrics	Fall 2016	Fall 2017			Fall 2018		Fall 2025		
	Baseline	Target	Stretch Target	Actual	Target	Stretch Target	Target	Stretch Target	
A. Number of classrooms upgraded with technology	----	+5	+6	+28	+38	+43	+60*	+62	
B. Student satisfaction with support services	74%	80%	85%	80%	82%	85%	85%	90%	
C. Number of online/hybrid degree programs	1	+3	+5	+3	+5	+6	+15	+20	
<i>*increased based on 2017 results</i>									
	FY15	FY16	FY17		FY18		FY25		
D. Expenditures on facilities	\$11.1M	\$11.6M	\$13.5M	\$13.75M	\$11.7M	\$13.75M	\$14M	\$15M	\$22M

Goal 4 Definitions

- A. Classrooms Upgraded with Technology:** Classrooms upgraded with technology is defined as the number of classrooms receiving enhancements, including, but not limited to, computers, projectors, collaboration tools, and Wi-Fi. While all of Winthrop's general classrooms are currently equipped with smart technology, the University aspires to maintain and upgrade these technologies to support effective teaching, learning, and collaboration.
- B. Student Satisfaction with Support Services:** The annual Graduating Senior Survey allows students to self-report their level of satisfaction with various student support services. This measurement indicates the percentage of *satisfied* or *neutral* responses provided by graduating seniors to each of 26 specific campus services. Student satisfaction indicates the extent to which Winthrop is meeting the needs of students and supporting their educational experience.
- C. Number of Online/Hybrid Programs:** Defined as the number of academic programs delivered fully or partially online. To qualify, a program must have received approval from faculty governance and the appropriate regulatory bodies, as required (i.e., South Carolina Commission on Higher Education, South Carolina Department of Education, Southern Association of Colleges and Schools Commission on Colleges). Programs delivered fully or partially online are designed to provide various subpopulations of students with increased flexibility to meet their educational needs.
- D. Facility Expenditures:** Facility expenditures is defined as the total dollars used to maintain and improve the institution's physical facilities, as reported annually to the federal government (IPEDS). Financial investment in the institution's facilities and grounds represents Winthrop's commitment to preserving and maintaining the campus's physical beauty and enhancing the overall student experience.

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Goal
5

Ensure financial stability and sustainability.

Success measures and metrics	2015	2017		Preliminary (as of 6/17)	2018		2025	
	Baseline	Target	Stretch Target		Target	Stretch Target	Target	Stretch Target
A. Total endowment assets	\$43.1M*	\$45M	\$47.5M	\$50.3M	\$52M	\$55M	\$80M	\$90M
B. Unrestricted gift revenues	\$433,362	\$500k	\$600k	\$567,786**	\$500k	\$600k	\$700k	\$1M
C. Alumni giving rates	8.6%*	9.5%	10%	7%	8%	8.5%	13%	15%
D. Scholarship/grant dollars provided to students from University & Foundation	\$16.4M	\$16.8M	\$17M	\$20M	\$20M	\$20.5M	\$21M***	\$22M
E. Institutional debt ratio	.539	.515	.50	.48	.48	.47	.40	.35

**as of end of FY16 **as of end of 2016; includes donor transfer of \$200k from restricted to unrestricted category
***increased based on 2017 results*

Goal 5 Definitions

- A. Total Endowment Assets:** Total endowment assets represent the amount of gross investments for Winthrop and the Winthrop Foundation, as reported annually to the federal government (IPEDS). Invested by the Winthrop Foundation, donated financial assets yield a targeted return to fund scholarships, endowed professorships, faculty enrichment programs, and other educational services provided by the University. Total endowment assets are crucial to Winthrop's financial stability, with the health of the endowment monitored to ensure the highest long-term institutional quality.
- B. Unrestricted Gift Revenues:** Total dollars received without restrictions from donors for the calendar year. These gifts, used at the discretion of the Foundation board, are given to the University in the form of unrestricted scholarships and other institutional support. Unrestricted gift revenues contribute to the institution's financial stability and denote community support for Winthrop's mission and values.
- C. Alumni Giving Rate:** Calculated by dividing the number of undergraduate alumni making a donation in a fiscal year by the number of undergraduate alumni solicited for donations in the same fiscal year. Alumni giving demonstrates graduates' satisfaction with their educational experience, continued engagement with the University, and investment in Winthrop's values, as well as contributing to the institution's long-term financial growth and stability.
- D. Scholarship/Grant Dollars Provided to Students from the University and the Foundation:** Scholarships and grants represent total dollars disbursed to students from the University and the Foundation within a fiscal year. Scholarships and grants are essential to fulfill Winthrop's mission of providing access to higher education for students with financial need. This type of funding supports the recruitment of an achievement-oriented, culturally, and economically diverse student body.
- E. Debt Ratio:** Debt ratio is calculated by dividing total institutional debt (exclusive of GASB 68 impact, which, as of 2015, requires government agencies to include their long-term pension obligations as a liability) by total assets. Debt ratio is managed to ensure the long-term financial sustainability of the institution.