Academic Affairs Goals 2019-2020						
Winthrop Plan Initiative 1. Support inclusive excellence by expanding our impact on students and our communities through enrollment growth and increases in retention and graduation rates.						
Driver	**Subdriver: action to be taken**	**Accountable**	**Expected Outcome**	**Resource Requirements**	**Status Report**	**Results**
1.1 Improve student success with new and refined cocurricular programs and services that emphasize measurable impacts on retention and graduation rates.	Hire vacant leadership positions in Academic Affairs and restructure for efficiency and strategic priorities	Provost	New Vice Provost in place by Jan-July 2020	National searches		
	Launch Wildly Important Goal (WIG) Intiative: advance retention plan, improve retention efforts in all Academic Affairs units, build stronger collaborations with Student Affairs and Access and Enrollment Management	Provost and ALC members	Increase Fall-to-Fall retention for all degree seeking students from 80.9% to 81.6% by Fall 2020	Early alert system; advising improvements, analytics, removal of registration barriers, financial advising, engagement		
	UC: Have ACAD instructors designated as secondary advisors for the students in their classes for fall and spring to ensure the ability of the faculty to see student schedules and consult with students at both advising time and Interim Grade time.	FYE Director and UC Dean	Increased intervention and greater connection with faculty member.	$250 stipend per faculty member		
	Provide Success Strategies for students preparing to enroll or already enrolled in online courses with focus groups.	WOOL	Achieve student representation from all five colleges in one of several focus groups, identifying elements of additional training students need to successfully complete online coursework.			
	COE: Launch "Supplemental Education Experiences" program for all teacher education majors - requiring a total of 9 supplemental PD experiences in categories: Professional Skills, Diverse Learners, Critical Incidences with required sessions in Mandatory Reporter Training and Darkness to Light Training (Child Sexual Abuse).	B Costner, SAS and Rex staff	Development of website and tracking/credentialing system (microcredentials). Increased involvement of education majors (COE, CAS, and CVPA) in professional development activities.			
	COE: Implement an advising/student support model that includes multi-dimensional advising, personalized and high-contact approaches for diverse/at-risk populations, improved advising resources, and enhanced advisor training.	B Costner, R Gaylor, PD, chairs, COE Goal 1 Committee members	Development and initial implementation of new advising model and initial by summer/fall 2020. Overall outcome: improved cultural and quality of advising by COE faculty and SAS.	Hire a professional advisor for PESH/HDFS programs		
	COE: Implement leadership development program and increase student engagement in program-specific organizations and honors societies.	S Helf, G Morrow, COE Goal 2 Committee	Student organization leadership training offered; increased engagement of COE majors in program-specific organizations and honor societies; increased student involvement in campus and community service projects. Overall outcome: increased student retention of COE majors.	Cost of food and training materials		
	Ida Jane Dacus (IJD) SLSP Migration team to facilitate and implement transition to new library catalog.	Dean, committee members	New and improved library catalog by Fall 2020.	$250 stipend per committee member for Fall 2019 and Spring 2020 semesters		
	COE: Develop Advising Reference Folder with best-practice videos to support better quality advising	B Costner, COE Retention Committee, SAS staff	Improved advising support, referrals, increased retention			
	COE: PD and increased faculty & student use of DegreeWorks Planner	B Costner, COE Retention Committee, SAS staff	Improved advising support, greater use of DegreeWorks by students			
	UC: Create required second semester ACAD/Student Success Class for all freshmen who are on academic probation at the end of their first semester.	ASC Director and UC Dean	Provide additional support on how to be successful in college to prevent probation from turning into suspension.	Attach course fee to cover materials		
	UC: Create and monitor 5 GRIT sections of ACAD to emphasize Growth Mindset, Resiliency, and Perserverence.	FYE Director, Z. and K. Abernathy, Megan Schramm-Possinger	Using unique course evaluation, determine the impact of this emphasis on attitude and commitment to completion.			
	UC: Implement National Transfer Student Week to increase visibility of and sense of community for transfer students on campus.	MAT director and UC Dean	Connected students are more likely to persist			
	CAS: Develop and submit the appropriate applications to SACSCOC and CHE required to being a new program in Data Science; a new Sports Content Production track in MCOM; and an online MS in Human Nutrition	T. Sumter; G. Reel, W. Koszewski, T. Polaski, G. Oakes, T. Drueke, and N. Gaubatz	a) Institutional Endorsement indicated by Faculty Conference and Board Resolutions (when needed) b) Program approval or program modification approvals from CHE and SACSCOC.	Faculty personnel commitments to deliver MS in HNUTR and Data Science Course		
	CAS: Offer a Fall Retention blitz designed that gives a single site pop-up option for students who have not registered for spring 2020 courses	CAS Office of Student Services	Attendance at the event; increase the number of spring registrants who are eligible to do so	Food for student event		
	CAS: Submit a $2M proposal to the Howard Hughes Medical Institute that will foster integrated and active learning platforms across the STEM disciplines.	T. Sumter; CHEM Faculty, MATH faculty, and Biology Faculty	Submission of the preproposal	Institutional commitments to renovate classroom spaces for active learning		

	CAS: Launch a multi-pronged retention action plan across the college that emphasizes quality academic advisingand social integration into the selected major	CAS Dean	<2% decrease in DFUN in courses with historically high enrollment and high DFUN rates	Financial resources for in-program tutoring centers that exist. Cost of food for Townhall Tuesday event to CAS students		
	CBA: Assess effectiveness of the cohort model and partner with the math department since MATH 151 is a stress point for students	Associate Dean, Undergraduate Programs; Student Services	Increase retention and create a sense of community			
	CBA: Complete planning to expand the cohort model to the sophomore year with built-in mandatory tutoring and professional development activities	Associate Dean, Undergraduate Programs; Student Services	Increase retention through the sophomore year	Resources for tutoring and for certain professional development activities		
	CBA: Continue using boot camps in Computer Science and expand to other challenging disciplines	Department chair(s) and faculty to setup boot camps	Increase retention	Resources to staff and manage boot camps		
	CBA: Support the Accounting Mentorship and Professional Development (AMPD) Living Learning Community (LLC)	AMPD program director, support staff	Increase retention and create a sense of community	Resources for LLC programming in Richardson		
	CBA: Roll out the Business Acumen program (eight credits required in four years)	Professional Development/Business Acumen Committee	Increase retention and student interaction with the business community	Resources for the Business Expedition program, etc.		
	R&R: Train and support advisors to better use DegreeWorks and the DegreeWorks planner	R&R Staff	Increase retention through reducing advising issues that delay degree progress.			
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.	Complete Academic Master Plan	Provost, Vice Provost for Academic Affairs	Updated 5-year plan for new program development and program refresh/sunsetting.	Committee structure, inputs from colleges, EAB market studies		
	Launch first BPS Cohort	CAS Dean, Extended Learning	First BPS cohort enrolled in January 2020	Marketing/advertising funding		
	CAS/COE: Recruit and hire an Early Access Coordinator w	R. Prickett, L. Johnson.; A. James; W. Ebright	Successful recruitment; increased number of dual enrollees; MOU with RHSD3	Staff Position		
	(IJD & Pettus) Increase promotion of the information literacy program.	C.Walters, library faculty, Pettus archivists	Greater awareness of library teaching initatives and an increase in group and individual appointments. Greater student comprehension and engagement	Meetings with campus partners & students. Statistics recorded in LibApps		
	Develop, facilitate strategic planning for summer school, including innovative programs, revenue sharing, and compensation models	Summer School, deans, provost	Innovative, easier to launch offerings by Summer 2020; revised compensation and revenue share model by fall 2020 (for summer 2021)	Campus-wide meeting with chairs, other representatives to brainstorm concepts based on report provided by PAt Guilbaud		
	CVPA: ST-ARTS and pre-university programs	Dean, Program director	Early development of arts students who know Winthrop from an early age; recruitment and reputation	Pre-university: our primary demographic can't afford to attend, and we need grant-based or university funded scholarships		
	COE: Activate new COE recruitment and retention committees that will reconsider practices via COE Student Success Plan, NACADA, and results from COE Recruitment and Retention Retreat.	B Costner, J Rakestraw, Recruitment and Retention committee members, COE Strategic Plan Goal 1 Committee facilitators	New set of recruitment, retention, and advisement strategies will be adopted across COE and all undergraduate program areas. New COE recruitment and retention plans will be developed. Strategies such as intrusive advising and peer mentoring will be implemented and assessed for effectiveness in retention.	Incentives/supports for faculty who engage significantly in summer undergraduate recruitment and/or retention activities when off contract.		
	COE: Market COE/WU programs to Dominican high school students through the COE/Camping Tours (Dominican Republic) partnership.	J Rakestraw, B Costner, L Johnson	Recruitment/marketing strategy with handout materials developed in collaboration with Camping Tours. First contacts made through spring internship and study abroad programs in the Dominican Republic.	Printing of recruitment material		
	COE: Redesign and/or refresh recruitment materials and program marketing strategies with use of videos, new still images, and redesigned web messaging, incorporating guidance from Carnegie Dartlet.	B Costner, Chairs, Program Directors	Redesigned COE and program webpages, social media messaging, and literature with student recruitment and retention focus	Hiring a photographer/ videographer (2 days)		
	COE: Develop and implement target recruitment plans for each graduate program, incorporating guidance from Carnegie Dartlet.	S Helf, J Rakestraw, department chairs, program directors	Effective recruitment plans will be developed and implementation started for each COE graduate program-- individualized based on the nature of the program. Programs will be identified to move fully online through the Wiley partnership and coordination with Wiley staff initiated.	Hiring a photographer/ videographer (2 days) - see above; Faculty stipends for online course development associated with Wiley partnership.		

1.3 Develop and Implement a clear marketing strategy that refines and highlights the university's competitive advantages.	UC: Create Undergraduate Research Advisory Board consisting of area leaders to assist in highliing and sharing Undergraduate Research Research Accomplishments.	UR Director and UC Dean	Greater opportunities for student internships and placement after graduation.	Initial connection with one or two community leaders		
	CAS: Establish a robust social media presence that Markets CAS/WU programs more effectively	R. Prickett	Baseline metrics for social media activity	Digital media team		
	CAS: Continue to redesign and refresh recruitment materials that make market programs using recommendations from EAB web audits and future Carnegie Dartlet Collaborations.	T. Sumter, R. Prickett, G. Oakes	Redesigned CAS and departmental homepages; better materials for graduate program in CAS	Funding to support the Carnegie Dartlett consulting costs		
	(IJD & Pettus)) Develop/update marketing plan to highlight library and archives programs and services.	H.Johnson, G.White, Outreach Committee, Online Presence Team	Update promotional materials for Dacus/Pettus that comply with Winthrop's visual identity and branding. Increased awareness of Dacus and Pettus programs and services.	Printing costs, computer access with available software		
	Work with Carnegie Dartlet to build short-term advertising and long-term messaging for graduate programs and adult programs	Graduate School, Extended Education				
	CBA: Be intentional in marketing efforts - ideally, hire a work study student for social media marketing; engage in various # campaigns to engage current students; work with Carnegie Dartlett on campaigns; 'improve' website content	Dean, Director of External Relations	Help us achieve our mission - to be a destination college	Resources for marketing campaigns		
	CVPA: Launch new microsite and program specific social media ads targeting high school and transfer populations	CVPA Dean and Director of Communications	Enrollment growth; increased visibility	$$ to compensate human resources, digital and printed matter, mailing, etc.		
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	Reaffirm Winthrop-York Tech Bridge MOU to strengthen pipeline	Provost	Revitalize Bridge program as transfer pathway	Bridge coordination		
	Improve transfer credit review process		Two-week turn-around on review of transfer credits	Collaboration btw AEM and SS staff; transfer software; dedicated transfer support staff		
	Strengthen Dual Enrollment and Dual Credit programs	Deans, Chairs, Faculty	Hire Pre-College Programs coordinator; increase enrollments	Pre-college programs coordinator; budget		
	UC: Hire a new Study Abroad Coordinator	IC Director and UC Dean	In conjunction with IC Director, help to create additional agreements/partnerships with universities abroad to encourage incoming international students as well as outgoing WU students	Travel funds to visit likely exchange programs		
	(IJD) Outreach to York County, SC high school IB and AP Honors students.	C.Walters, library instuction committee	Increased awareness of library instruction and services available to high school students. High School students attend library instruction sessions in Dacus Library or a faculty member visits their classroom. Possible future student enrollment.	Travel to area high schools. Travel reimbursement for participants. Promotional items for students.		
	Implement concierge customer service model for launch of BPS program; model can help influence approach to transfer and other student services	Extended Education, BPS Faculty director	Documented protocols and procedures to serve adult learners returning to college, especially as it relates to institutional and academic services	collaboration between Extended Education and university offices		
	CBA: Assess the success of our high school recruitment program and repeat it/expand it	Associate Dean Undergraduate Programs	Increase in enrollment	Resources for travel and giveaways		
	CBA: Work with partners on additional articulation agreements with 2 year and international universities	Dean, Associate Dean Undergraduate Programs	Increase in enrollment	Resources for travel, domestic and international		
	CVPA: leverage arts recruiter	Admissions/CVPA	increased recruitment and expanded demographic	Collaboration with AEM		

Academic Affairs Goals 2019-2020						
Winthrop Plan Initiative 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						
Driver	**Subdriver: action to be taken**	**Person or unit accountable**	**Expected Outcome**	**Resource Requirements**	**Status Report**	**Results**
2.1 Develop new programs and enhance current ones that have the potential to be national models.	CBA: Partner with CAS on the Data Science program; move the Applied Software Development through the approval process.	Various stakeholders	Development/creating deliverables to increase enrollment	Faculty resources		
	CBA: Ceate a Cyber Security minor/certificate; be intentional about Fintech offerings; evaluate the next steps in the Master of Arts in American Business Studies program; redesign the MBA and MBA Accounting degrees; create a graduate certificate in Data Analytics; have initial conversations on creating a Hospitality and Entertainment concentration (based on next steps with the Panthers).	Various stakeholders	Development/creating deliverables to increase enrollment	Faculty resources in cyber security, analytics, and hospitality		
	COE: Develop a teacher residency program for MAT students with additional tracks: Early Childhood Ed, Elementary Ed, Middle Level Ed, and Special Ed.	L Johnson, MAT director, PDs, C&P and CLES chairs	Approval of new MAT tracks and plan developed in collaboration with school districts for residency program. Overall outcome: Increased nmber of students entering MAT program and increase number of teachers entering K-12 teaching positions.	Residency program coordinator; program literature and website		
	COE: Develop B.S. in Educational Studies for transfer students, students interested in education but not teaching, and students who cannot complete a teacher ed program and need a viable option to complete in close to 4 years.	B Costner, L Johnson, program directors (ECED, ELEM, SPED, MLED, PETE)	Approval of new degree program at WU and with CHE and SACS; collaboration established with MAT option for those desiring teacher certification post-degree. Oerall: Increased number of transfer, new, and change of majors who complete education degrees.	Identified program director		
	COE: Develop specialized tracks in the BS Exercise Science program with increased certification opportunities.	J Wojcik, EXSC and ATRN faculty, K Schoepfer	Redesigned curriculum approved by June 2020 and implementation beginning fall 2021. Overall: Increased number of students entering EXSC program through the new concentrations.	Continued PD for EXSC faculty		
	COE: Finalize preparations for innovative blended (3+2) MSAT (Athletic Training) program - obtain CHE and SACS approval for MSAT program; hire a second tenure-track faculty member; develop program and course materials for entry of initial MSAT majors.	A McLaine, K Schoepfer, J Rakestraw	MSAT program is fully approved, program and course materials developed, and recruitment successful for first class of MSAT students in fall 2020	New ATRN/EXSC faculty member		
	New programs and concentrations: BA Integrated Arts; BA Film and Theatre Studies; BA Dance Studies; Convert BFA Vis Com to BDes, and add Apparel and Product Design	CVPA Dean, chairs and Faculty	Enrollment growth and improved retention	Technology improvments;		
	Identify and facilitate approval for 2nd suite of online graduate programs	Grad Dean, college deans	New Change Orders signed by December, 2019	Collaborations with deans and graduate programs		
	Support community initiatives with faculty/staff/student talent	Deans	Build awareness of faculty/student talent and reciprocal benefits for campus/community collaboration, such as ST2EM's Rock Hill STEAMFest, CVPA public art with RH Economic Dev Corp	PR materials, consumables		
	Seek external funding and partnerships to strengthen community-based experiential learning opportunities	Provost, Deans, GSRD, faculty	NEH grant submitted to support Mount Dearborn project; AASCU American Democracy Project collaborations; York Place project (COE)	Collaboration, project lead, matching funds		

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.	Host community organizations at campus-based events to build partnerships.	Deans, Provost	Build awareness of faculty/student talent and reciprocal benefits for campus/community collaborations.	Funding for events, PR materials.	CBA Summit; CAS Health Professions Symposium; COE SCDE's School Counseling Conference, OEC Network meetings, School Partnership Network;
	UC: See 1.3				
	Provide a stable support structure for the CPOPR and other high-impact institutes at Winthrop	Provost, CAS DEAN, Finance and Business	Consistent dissemination of Winthrop Poll results and continued success with the DHEC collaborations	Funding for upgrades and staffing via indirect costs to the College	
	Partner with Panthers, Athletics, and UCM to build reciprocal partnership with Panthers and Winthrop talent, building experiential learning and faculty research opportunities.	Provost, Deans	MOU articulating experiential learning opportunities, Winthrop Poll survey capacity, faculty research contributions, and co-branding opportunities.	Relationship-building, collaboration with athletics and UCM	
	(IJD & Pettus) Faciltiate student group requests for meeting and event space in Dacus Library and Pettus Archives for special occassions or events.	J.McFadden, Gina White, Public Services/Archives staff	Student groups will have space for meetings and events when available and appropriate while maintaining quiet study areas for students and patrons.	Existing space, tables, chairs	
	(Pettus) Community Open House for Pettus Archives	G. White	Community will be invited to view local historical information and artifacts found in the Pettus Archives. Staff will interact with community and create opportunities for future engagement.	Promotional material and refreshments	
	Work with SC Sector Partnership, collaborating with manufacutring industry to identify employer needs and resources	Extended Education, Career and Civic Engagement	Ongoing work: lists of potential companies to join partnership to be reviewed; invitations to join partnership to be distibruted throughout the year	Collaboration between Ext. Education, Career and Civic Engagement, academic colleges as necessary	
	CBA: Follow-up conversations as a result of the Business Partnership Summit held in August 2019; effective fall 2019, all incoming students need to complete at least one 3 credit hour course that counts as High Impact Practice.	Dean, Director of External Relations, Student Services	Forming new partnerships and solidifying existing partnerships	Resources to continue and to grow partnerships	
	AA: Partner with Lifelong Learning @ Rock Hill	VPAA	Establish Winthrop as an institutional partner		
	COE: Create a 6-week internship program for senior teacher candidates in the Dominican Republic.	L Johnson, S Catalana	Internship opportunity planned and offered with 2-4 students participating in March-May 2020. Overall: Two to four teacher candidates in co-curricular international internship program.	Travel cost to send a faculty member with the interns fo r5-7 days	
	COE: Create a short-term study abroad program in the Dominican Republic for PESH and other majors.	B Costner, G Morrow, K Schoepfer, PETE faculty	Student abroad program developed and proposed to the International Center for delivery in spring 2021. Overall: 20 WU majors engaged in new study abroad experience annually.		
	UC: Work with dean and chairs of degree granting colleges to increase the number of faculty-led study abroad courses.	IC Director and SA Coordinator will work with deans/chairs to identify courses that would lend themselves to SA components.	HIPs increase persistence.		

2.3 Maintain and enhance the university's commitment to global learning.	Collaborate with Finance and Business Affairs on Student Travel Policy.	Leigh Poole, UC Dean, Provost	Improved international student travel procurement processes.			
	UC: See 1.4					
	UC: Study Abroad Coordinator and ONCA director work together to publicize study abroad opportunities, particularly to Pell eligible students who might not consider study abroad without the financial assistance provided by the Gilman award.	ONCA Director, Study Abroad coordinator	Increased likelihood of study abroad for econically challenged students			
	CAS: Continue to lead efforts that increase the number of long and short-term study abroad offerings to students	CAS Dean, CAS Faculty	Number of students enrolled in study abroad courses or courses with significant global learning components.	Nominal print and digital resources		
	(Pettus) Create exhibits showcasing the rich global divrsity of the Pettus Archives	All Pettus staff	Geater university and comunity awareness of the archives' six million items	Funding for print and digital resources that takes into account inflation and the changing needs of scholars.		
	(IJD) Maintain and enhance a diverse library collection of print and electronic resources that support global learning.	All library personnel	Scholarly materials supporting global learning will be availale in Dacus Library through print and electronic resources.			

	Academic Affairs Goals 2019-2020					
	Winthrop Plan Initiative 3: Attract and retain high quality and diverse faculty, staff, and administrators.					
Driver	**Subdriver: action to be taken**	**Person or unit accountable**	**Expected Outcome**	**Resource Requirements**	**Status Report**	**Results**
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.	Support ongoing work of college diversity committees	Deans	Attention to best practices in ensuring diverse candidate pools and reducing impact of bias in decision-making	Bias training; HR collaboration		
	Appoint Faculty Diversity Liaison	Provost	Collaborate with Diversity Council efforts, develop affinity groups, support mentoring and retention efforts	Stipend	Appointed Fall 2019 for 3-year term	
	(IJD & Pettus) Hire Dean, Content Services, and Archives faculty positions.	Dean, search committees	Dean and Faculty hired by July - Aug 2020	National Search		
	(IJD & Pettus) Work with college diversity committees and HR to ensure diverse candidate pools for open positions.	Dean, search committees	Candidate pools that reflect diversity across different areas, including but not limited to gender and race.	Bias training; HR collaboration		
	CBA: Continued support of the PhD Project	Dean	More diverse candidate pool	Resources for membership in the PhD Project		
	Successfully recruit new TT faculty and staff across Academic Affairs units	Deans, hiring managers				
3.2 Develop and implement a long-term competitive compensation plan.	Parter with HR, Finance and Business, and Sibson Consulting on Classification and Compensation Study	Deans, AAAS, Provost	Pay philosophy, Market match data, and recommendations for salary adjustments	Budget allocation for salary adjustments		
	Clarify and sustain processes for academic versus non-academic recruitment, compensation planning, and FTE reconciliation	Provost	Efficient staffing plan development, building toward sustainable compensation as percent of total costs	Collaboration with Budget and Finance, HR via Committee on Personnel Action		
3.3 Enhance professional development and training opportunities for faculty, staff, and administrators that increase the potential of the university to reach goals in the strategic plan.	Scale Center for Professional Excellence (CPE) training	VPAA	Sustain and routinize training opportunities through CPE	CPE permanent staff		
	Increase online training	WOOL, Wiley	Increase faculty with WOTC credentials	WOOL capacity		
	Implement Blackboard ALLY tool	WOOL	Increased efficiency in managing compliance with online course document accessibility requirements; Provide ability for students to obtain alternative document formats; Provide faculty with professional development and guidance in the area of creating accessible course documents.			
	Increase faculty access to teaching and learning development through CPE	VPAA, CPE	Increase teaching & learning workshop/webinar/event offerings to at least 1 per semester	Dedicated budget		
	COE: Offer PD on topics of culturally responsive pedagogy, educational equity, and emotional resilience; Emotional Resilience "Outward" book clubs	COE Goal 5 Committee	Increase PD offerings on diversity topics and increase number of COE faculty, staff and administrators engaged in that PD.			
	COE: Expand "electronic toolbox" for COE faculty with resources, strategies, tools for integrating diversity initiatives into the classroom	COE Goal 5 Committee	Increase resources available electronically to COE faculty related to diversity in the classroom; increase number of faculty using those resources.			

	UC: Offer professional development opportunities for faculty to learn about what is taught in ACAD, HMXP, and CRTW to help them further emphasize and develop those skills.	ACAD/FYE director and HMXP co-directors, CRTW driector	Build connections between and among Core courses, other general education courses, and courses in the major.		
	(IJD & Pettus) Provide opportunities for faculty, staff, and administrator professional development and training.	Dean	Support for library personnel to participate in teaching and development opportunies in their specialized areas.	Additional funds needed for training and travel if the opportunity is extended to all.	
	Provide opportunities for Graduate School and Ext. Education staff for professional development and travel to support adult student enrollment and services	Grad Dean	Support for personnel to attend webinars, conferences (where possible)	Travel and professional development funding	
	CBA: Continue to hold faculty professional development sessions led by teaching, scholarship, and service award recipients. Also, continue to organize staff development sessions.	Associate Dean Accreditation	Conversations and learning around important topics.	Resources, specifically for staff development activities and opportunities.	

Academic Affairs Goals 2019-2020
Winthrop Plan Initiative 4: Provide facilities, technology, and programs that support Winthrop students and the overall Winthrop experience.

Driver	Subdriver: action to be taken	Person or unit accountable	Expected Outcome	Resource Requirements	Mid-Year Status Report	Results
4.1 Increase the use of technology in order to provide more programs and enhance through alternative delivery methods while maintaining the quality of the Winthrop Experience.	Hire Learning Technologist to support growth of online programs	Director WOOL	Successful hire; increased support for non-Wiley and Wiley online offerings.	Salary reallocation		
	Use Online Learning Quality Scorecard as benchmark tool	VP Admin/WOOL	Support continuous improvement			
	Leverage BB Outcomes and Assessment Module	VP Admin/WOOL/Dir. of Assessment	Support continuous improvement			
	Implement Blackboard Learn Grades Journey	WOOL/BIDM/IT/R&R	Pass grades to Banner directly reducing duplication of effort and potential for human error	Development of workplan/timeline for implementation.		
	(IJD & Pettus) Evaluate and enhance library technology tools. Increase access to databases, ebooks, digital commons, etc.	Library and Archives personnel	Greater access and discoverability of academic resources.Up-to-date technology and library resources.	Commitment of funding to support a robust library system and to expand our selection of databases.		
	Migrate Blackboard LMS to the Cloud (SaaS)	WOOL/BIDM/IT	Continuous delivery of updates and enhancements with no downtime.	Collaboration of teams and testing support across units		
	CVPA: Introduce new technologies in Creator Space and various studios in Johnson, Music Conservatory, and Rutledge following list of needs and priorities submitted at IT's request	Dean	Improved recruitment and retention; support for new and innovative programs	Funding and Building renovation support		
	AVPAA/R&R: Continue to work with IT and other campus offices to bring Banner 9 self-service systems online.	R&R, Asst VPAA, IT	increase ease of use and access to tools to help students access their student information			
	Identify and facilitate approval for 2nd suite of online graduate programs (See goal 1.2); resources	Grad Dean, academic deans	New Change Orders approved and signed by December 2019	Collaborations with deans and graduate programs		
4.2 Develop and initiate a campus master plan that focuses both on maintenance and new construction.	(IJD & Pettus) Support for Dacus renovations and deferred maintenance	Dean	State of the art facility for students, faculty, and staff.	Funding		
	CVPA: SMaR+T building	Dean, Advancement, President/SC State legislators	Increased recruitment and retention; new program support; revenue from Byrnes Auditorium becomes possible.	Funding for new building or renovations		
	CVPA: new Visual Arts Center in Rutledge (major health and safety issues)	Dean, Advancement, President/SC State legislators	Increased recruitment and retention; improved reputation; accreditation concerns go away	Funding for renovations		

	CBA: Explore CBA needs for increased space and/or Thurmond renovations in Campus Master Planning process	Dean, Advancement, Alumni, Business Leaders, President, Legislators	Significant enrollment growth since Thurmond does not measure up against other college of business buildings in SC and beyond.	Funding for renovations	
4.3 Identify critical facility renovations with a high impact on the student experience and raise money to support those renovations.	(IJD & Pettus) Report facility renovation or repair needs that impact the student experience.	Dean, Building Coordinator, Building and Space Committee	Critical building needs identified and reported as they are discovered. Repairs made in a timely fashion.	Response from campus facilities department.	
	CVPA: renovated Visual Arts Center in Rutledge (major health and safety issues)	Dean, Advancement, President/SC State legislators	Increased recruitment and retention; improved reputation; accreditation concerns go away	Funding for renovations	
	CVPA: Johnson Theatre: new seats, carpet and painting	Dean, Advancement, President/SC State legislators	Improved public audience and student experience; recruitment and retention impact	Funding for renovations	

Academic Affairs Goals 2019-2020
Winthrop Plan Initiative 5: Ensure financial stability and sustainability.

Driver	Subdriver: action to be taken	Person or unit accountable	Expected Outcome	Resource Requirements	Mid-Year Status Report	Results
5.1 Develop and implement innovative approaches to fundraising.	Identify and secure funding for Graduate Education Week	Grad Dean	Donations received by February 2020	Collaboration with Univ. Advancement		
	(IJD & Pettus) Examine succesful library fundraising programs & study news ones at other insitutions	Dean / Head of Content Services	Collaboration with Annual Giving, Advancement, and/or Friends of Dacus	Cooperation, making time to devote to fundraising		
	(IJD & Pettus) Look for new grants that fund current or needed initiatives	Dean, Director of Pettus, Head of Conetnt Services	Grants submitted	Cooperation, making time to devote to fundraising		
	CBA: Continue to hold annual Business Partnership Summits	Dean, Director of External Relations	Resources to undertake required initiatives to help CBA complete with other colleges of business in SC and beyond.	Resources to hold the event and to enable follow-up activities.		
5.2 Emphasize raising scholarship dollars to support the needs of our students.	Curate a number of proposal submission dates and conduct feasibility studies for major grants to fund scholarships	CAS Dean	Database of scholarship sources and timelines	CAS Admin Assistant		
	(IJD & Pettus) Approach the Friends of Dacus with this idea for specific goal in fundraising	Dean / Head of Content Services	Discussion among Friends board - perhaps agreement to pursue this as a campaign.	Agreement from Friends board / help from the Foundation and/or Annual Giving		
	CVPA: GALA	Dean	Higher profile; scholarship dollars	Advancement support		
	CBA: Continue to hold our graduation and scholarship reception every spring	Dean, Director of External Relations	Increase number and total amount of scholarships.	Resources to hold the event annually.		
5.3 Increase fundraising efforts related to facilities and technology/equipment that will enhance the student experience.	Explore Digital Humanities Grant Opportunities through NEH	CAS Dean, Faculty	Procure funding in support of GIS and Digital Humanities experiential learning	Institutional match		
	Study grants available for Archives & Dacus	Dean / Head of Content Services	Submitted grants, 3-4 annually	Pettus, Dacus Faculty & Staff		
5.4 Build a network of alumni who will be donors, volunteers, and leaders, advancing the Winthrop Experience and its impact on the world.	Continue to work with Advancement to enhance their awareness of key CAS alumni during regional visits	CAS Dean	# of newly engaged alumni connections; donations to WU foundation			
	UC: Identify alumni who participated in undergraduate research and the Honors Program to target these alums specifically.	UC Dean, UR and Honors directors				
	(IJD & Pettus) Explore ways to build Friends membership with alumni and faculty.	Dean / Head of Content Services / Friends board	Small, steady increases in Friends membership	Active Friends group		

	CBA: Hold an alumni focused event during Homecoming week	Dean, Director of External Relations	Increase engagement with alumni in a concerted manner	Resources to hold the event.	
5.5 Increase fundraising capacity by expanding the number of people actively engaged in advancement efforts including students, faculty, staff, alumni, and friends.	Curate a database of Friends and Corporate Partners of CAS to be inform future outreach events	CAS Dean	Database of partners	CAS Admin Assistant	
	Work with Alumni Association to engage graduate alumni in Graduate School strategic planning; inviting more to participate on campus	Grad Dean	Graduate School strategic plan, list of active graduate alumni	Collaboration with Alumni office	
	UC: See 5.4				
5.6 Develop a new budget model for the university that is more transparent and more clearly aligns with institutional goals.	2019-2020 AA budget model developed in partnership with CFO, AVP Finance, and budget staff.	Provost, Business Analyst	Balanced budget, increased decision-making autonomy, budget efficiencies.		
	(IJD & Pettus) Include a budget driver to the library's budget.	Dean	Budget driver will account for annual inlatiionary costs and reduce cuts to the materials budget	Cooperation among dean, provost, VP Finance	
5.7 Maintain and enhance fiscal integrity by decreasing institutional debt as a portion of total assets.	Academic Affairs collaborations on financial sustainability.	Provost, CFO			