

AGENCY NAME:

Winthrop University

AGENCY CODE:

H47

SECTION:

21



Fiscal Year 2014-15 Accountability Report

SUBMISSION FORM

AGENCY MISSION

Winthrop University provides personalized and challenging undergraduate, graduate, and continuing professional education programs of national caliber within a context dedicated to public service to the nation and to the State of South Carolina. Winthrop's longtime commitment to be among the very best institutions of its kind in the nation continually guides the mission of the university.

Building on its 19th century origins as a distinctive women's college, the Winthrop University of the 21st century is achieving national stature as a competitive and distinctive, co-educational, public, residential comprehensive, values-oriented institution. The values of service, excellence, diversity, community, and leadership provide the foundation for Winthrop's continuing development and shape Winthrop's continuing success.

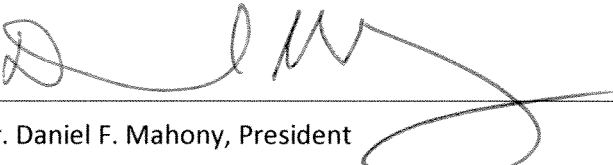
Winthrop enrolls an achievement-oriented, culturally diverse and socially responsible student body between 6,500 and 7,000 students. The University recruits South Carolina's most able students as well as highly qualified students from beyond the state whose presence adds diversity and enrichment to the campus and the state. Winthrop prides itself on being an institution of choice for groups traditionally under-represented on many college campuses.


Winthrop is located in a traditional setting of exceptional beauty, and provides a contemporary, collaborative, and supportive environment that fosters engaged student learning and development. Winthrop has a diverse and able faculty and professional staff of national caliber and supports their work as effective teachers, scholars, researchers, practitioners, and creative artists. Through this talented group, Winthrop students acquire and develop knowledge, skills, capabilities and values that enrich their lives and prepare them to meet the needs and challenges of the contemporary world, including the ability to communicate effectively, appreciate diversity, work collaboratively, synthesize knowledge, solve complex problems and adapt to change. Ongoing assessment of programs and services ensures both that all academic programs challenge students at their highest level of ability and that the library, instructional technology and other academic service areas support courses of study that are consonant with best practices. As a result, Winthrop graduates are eminently well prepared to enter the most competitive graduate or professional schools as well as to be leaders in their chosen professions and in their communities.

Please identify your agency's preferred contacts for this year's accountability report.

	<u>Name</u>	<u>Phone</u>	<u>Email</u>
PRIMARY CONTACT:	Karen C. Jones	803/323-3708	jonesk@winthrop.edu
SECONDARY CONTACT:	Maria Linn	803/323-3928	linnm@winthrop.edu

I have reviewed and approved the enclosed FY 2014-15 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR (SIGN/DATE):	 9/14/2015
(TYPE/PRINT NAME):	Dr. Daniel F. Mahony, President

BOARD/CMSN CHAIR (SIGN/DATE):	 9/14/2015
(TYPE/PRINT NAME):	Ms. Kathy Bigham, Board of Trustees Chair

AGENCY'S DISCUSSION AND ANALYSIS

Winthrop offers quality and access while promoting individual achievement and the greater good, recognizing that higher education serves three primary, interrelated purposes:

- To fuel the economic engines of South Carolina and of the nation through workforce development and entrepreneurship;
- To prepare people for democratic citizenship and social responsibility through exposure to the liberal arts, diverse people and experiences, and challenges that develop higher levels of intellectual, ethical, and moral reasoning;
- To promote professional success and social mobility by recognizing the fundamental connection between *quality* of education and *equality* of opportunity.

Winthrop University engages in continuous, institution-wide, research-based planning and evaluation that includes senior and mid-level leadership in academic, administrative, and student support service units. Winthrop's annual planning cycle is synchronized with South Carolina's Fiscal Year, July 1 through June 30.

Key internal and external factors affecting Winthrop emerged from the University's comprehensive 2013-14 assessment initiative; these *strategic challenges* are framed as "How best to:"

1. Address affordability stemming from shrinking state support, rising college costs, and increasing student debt;
2. Ensure that all Winthrop students have opportunities to achieve essential learning outcomes produced by high impact practices like collaborative research and creative activity, internships, study abroad, and learning related to community/public service;
3. Serve national, state, and regional workforce development needs, demonstrate student proficiencies with employer-desired skills that transcend disciplines, and use technology to broaden access and increase the

- percentage of adults with high quality college degrees;
4. Serve the expanding student archetype that includes residential students, adult students, veterans, and working professionals who need graduate degrees and certificates to advance or change careers;
 5. Demonstrate student success relative to retention, graduation rates, and capacities as informed, engaged, and globally responsible citizens;
 6. Meet reporting obligations of federal and state regulatory agencies and regional and specialized programmatic accreditation standards.

Winthrop's State Accountability Report is a summary of performance and achievements over time, providing transparency and evidence of compliance with SACSCOC standards, federal and state regulations, and Winthrop's contributions to achieving South Carolina's higher education goals. Examples of the University's 2014-15 achievements span all divisions, contextualized by Winthrop's four goals in the Strategic Planning Template.

Goal 1: Promote access and degree attainment for an increasing number of students.

- Winthrop has the fourth highest enrollment of Pell eligible students among the current top 25 universities in the US News Colleges and University southern region rankings
- Winthrop maintained its 8th place ranking as one of the South's top 10 public universities that convey baccalaureate and master's degrees in the 2015 U.S. News & World Report's edition of "America's Best Colleges." Winthrop made gains in areas that directly impact students: freshman retention rate increased from 71.5 to 73.6 % (based on a four-year cohort average); student-faculty ratio improved from 15:1 to 14:1 in the last two years, and four-year graduation rates continued to improve this year (from 35.9% to 40.4%).
- Late Associate Professor Emerita of Biology Elizabeth King established an \$850K graduate scholarship to recruit and retain graduate students in cellular biology.
- Achievements elevating Winthrop's national and international reputation:
 - Yvrose Telfort Ismael (B.A. MLAN 2003) received the International Humanitarian Award on January 23, 2015, in Dublin, Ireland. The award recognizes an outstanding individual who has done extraordinary work on behalf of and for the people of Haiti.
 - Chisa Johnson Putman (B.A. PLSC 2003 and Charleston School of Law J.D. 2008), an attorney for SC Legal Services and Rock Hill resident, received Winthrop's Outstanding Young Alumni Award.
 - Winthrop hosted high school teachers from developing countries as part of the U.S. State Department's Teaching Excellence and Achievement (TEA) Program (Spring 2015). Dr. A.J. Angulo (Education) authored the \$194,462 grant proposal to renew the federally-funded cultural and educational exchange program which brought 20 fellows to Winthrop from Asia, the Middle East, Eastern Europe, Africa, and the Americas; funds support professional development workshops, field experiences in Rock Hill high schools, and cultural exchange activities.
 - Marit Majeske (B.A. MUSC and B.A. MCOM 2007) received a 2014 John F. Kennedy Center for the Performing Arts LEAD® Emerging Leader Award for her work at the Hylton Performing Arts Center.

Goal 2: Continually enhance the quality of the Winthrop experience for all students.

- Winthrop was awarded the 2015 Community Engagement Classification from the Carnegie Foundation for the Advancement of Teaching following a competitive national recertification process demonstrating Winthrop's comprehensive integration of community engagement into students' learning experiences.
- Winthrop was again included on the 2014 President's Higher Education Community Service Honor

Roll. Winthrop's commitment to integrating community/public service in student learning has been recognized by inclusion in the President's Higher Education Community Service Honor Roll every year since 2008 (inaugural year).

- Renewal of specialized program accreditations and approvals in 2014-15 affirms the quality of Winthrop's academic programs based upon external quality review.
- Drs. Janice Chism and Laura Glasscock (Biology) guided 19 freshmen (fall 2014 biology honors students) in a study of Ebola to understand how areas of biology, such as ecology, animal behavior, viral evolution, cell physiology and function, are connected.
- The fall 2014 M.B.A. lecture featured Dr. Steven C. Agee, Dean and Professor of Economics at Oklahoma City University's Meinders School of Business. The Nov. 12 event was free and open to students and the regional business community.
- Winthrop students in the Alternative Spring Break program spent Spring Break 2015 volunteering in Selma, AL and Savannah, GA.
- The 2015 annual Dorothy Perry Thompson Colloquium focused on the 10-Year Hurricane Katrina Anniversary. The colloquium was co-sponsored by the African American Studies minor, the College of Arts and Sciences, the Environmental Sciences and Studies program, the Departments of Interdisciplinary Studies and Sociology and Anthropology, and the Global Learning Initiative. Colloquium events were open to the public.
- Dr. Heather Evans-Anderson (Biology) secured more than \$500,000 in external funding to create meaningful biomedical research opportunities for students, including a \$419,000 prestigious Academic Research Enhancement Award from the National Institutes of Health.
- Assistant Professor of Chemistry Dr. Nick Grossoehme, Associate Professor of Biology Dr. Heather Evans-Anderson and Associate Professor of Chemistry Dr. Maria Gelabert were awarded an EPSCoR grant to expand research in the sciences and engineering. The SC Experimental Program to Stimulate Competitive Research focused particularly on expanding research access and collaborative research between state institutions and underrepresented minority students and faculty in STEM disciplines.

Goal 3: Enhance the work environment for faculty and staff.

- During the April 2015 Faculty, Staff, and Retirees awards ceremony, administrators presented 63 Community Service Awards to faculty and staff, honored 26 retirees, and 54 employees for their years of service to South Carolina.
- On December 3, 2014, Winthrop's inaugural Staff Assembly bylaws were passed.
- On November 10, 2014, Acting President and Provost Dr. Debra Boyd appointed a Competitive Compensation Committee to prepare a report on the status of faculty and staff compensation at WU.
- Emeritus, Tenure and Promotion: In 2014, the BOT awarded 11 retiring faculty members (who contributed a combined total of 249 years of service) emeritus status, seven faculty members were granted tenure, and 23 faculty members were promoted to Associate Professor or Professor.

Goal 4: Forge new and solidify existing partnerships that create mutual benefit.

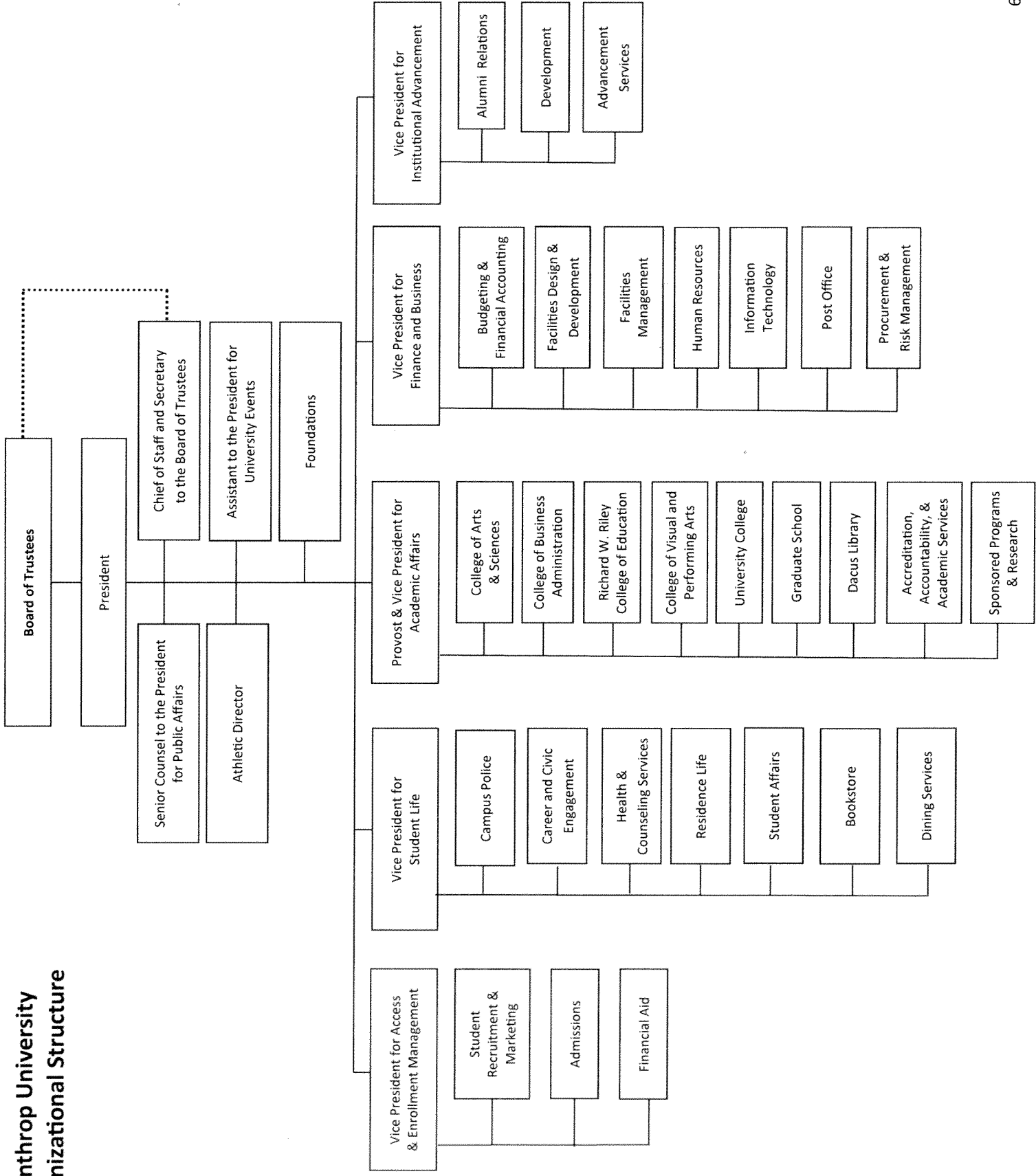
- Shalace Rose, a McNair Scholar and senior who won an award for her research focused on truck drivers, interviewed student drivers at York Technical College to document beginner trucker drivers' sleep and dietary habits. The Winthrop student's research provides data useful to businesses and government regulators.
- In December 2014, Papa Sene of Senegal talked about a "Nutrition-led Agriculture Approach to Food Security in Senegal." Papa Sene's presentation was co-sponsored by Winthrop's Peace, Justice, and

Conflict Resolution Studies Program, Interdisciplinary Studies, Human Nutrition, Career and Civic Engagement, the Global Learning Initiative and the Winthrop Common Book program.

- Winthrop's College of Business Administration and Carroll Financial Associates hosted the 2015 Market Outlook on February 24, 2015. The Charlotte, NC-based Carroll Financial Associates currently manages and supervises more than \$2.1 billion in advisory and brokerage assets. The event was free and open to the regional business community.
- Winthrop hosted its second Teaching and Learning Conference in January 2015. Presenters from Tennessee, Utah, Pennsylvania, and North Carolina joined South Carolina colleagues to discuss undergraduate research, global learning, technology-based learning, and retention strategies among first- and second-year students.
- Winthrop University alumna Destinee Johnson '14 secured an esteemed Knowles Science Teaching Foundation (KSTF) Fellowship. The Anderson, SC native begins her high school teaching career this August at Westside High School in Anderson, where she will teach college prep and honors chemistry classes. As a 2015 Knowles Fellow, Johnson will receive support through teaching resources, curriculum materials, research and experts in the field during the five-year program. Established by Janet H. and C. Harry Knowles, KSTF develops and supports exemplary science and mathematics high school teachers.
- Winthrop Professor of Fine Arts Phil Moody chairs the Charlotte NC Light Factory Board of Trustees and was instrumental in the conceptualization and implementation of the November 2014 Moment Mile initiative involving 138 photographers including Winthrop faculty, staff, and students.
- Associate Professor Dr. Janet Wojcik received a Bank of America Endowed Professorship for the Richard W. Riley College of Education. Wojcik is using the endowed professorship to continue her work sustaining health-related initiatives using community-based research and service.
- Winthrop's Ida Jane Dacus Library launched Digital Commons @ Winthrop, a new online hub that provides open access to information and showcases faculty and student scholarship.
- Winthrop alumna Aileen Alon '10, winner of the Knight Arts Challenge, was elected to serve on the Americans for the Arts' national advisory council for the Emerging Leaders Council (ELC). Americans for the Arts is the leading nonprofit organization for advancing the arts and arts education in America. With offices in Washington, D.C., and New York City, it has a record of more than 50 years of service.

Winthrop's 2014-15 achievements demonstrate the University's ongoing contributions to South Carolina's education goals, articulated in the 2009 report *Leveraging Higher Education for a Stronger SC: making South Carolina one of the most educated states, increasing research and innovation in South Carolina, increasing workforce training and educational services for South Carolina, and realizing South Carolina's potential – resources and effectiveness*.

Winthrop University Organizational Structure



Fiscal Year 2014-15
Accountability Report



Strategic Planning Template

Agency Name:	Winthrop University
Agency Code:	H47 Section: 021

Type	Goal	Strat	Object	Description
G	1			Promote access and degree attainment.
S	1.1			Increase enrollment while reflecting the University's mission.
O	1.1.1			Focus the University's comprehensive recruitment and retention plans on reaching an enrollment target of 7,000 students by fall 2019.
O	1.1.2			Continue to accept all qualified South Carolina applicants in support of the state's goal to make SC one of the most educated states.
O	1.1.3			Diversify the domestic minority undergraduate student population to reflect changing population trends in the state and Southeast by fall 2019.
O	1.1.4			By fall 2016, expand the articulation and transfer Bridge Program with York Tech to include other select technical colleges in the region.
S	1.2			Increase student retention.
O	1.2.1			Target an increased freshman-sophomore student retention rate range of 75-78% by fall 2019.
O	1.2.2			Monitor and target an undergraduate course completion rate (Success Rate) of at least 90%.
S	1.3			Improve and accelerate degree attainment.
O	1.3.1			Target a student four-year graduation rate of 40% by fall 2019.
O	1.3.2			Target a student five-year graduation rate of 55% by fall 2019.
O	1.3.3			Target a student six-year graduation rate of 60% by fall 2019.
S	1.4			Mitigate financial barriers to higher education.
O	1.4.1			Increase enrollment while maintaining 60% of undergraduate students' documented financial needs met.
O	1.4.2			Continue to serve a high number of Pell eligible students in order to support higher education access and attainment for South Carolinians.
G	2			Continually enhance the quality of the Winthrop experience for all students.
S	2.1			Improve access to high impact educational practices associated with learning.
O	2.1.1			Maintain a mission-appropriate institutional student/faculty ratio.
O	2.1.2			Define, identify, and increase the number of undergraduates who graduate with a formal hands-on learning experience.
O	2.1.3			Increase from 7% to 10% the percentage of all undergraduates who graduate with a study abroad experience by fall 2019.
O	2.1.4			Identify international exchange institutions and write a development plan that results in growing the number and quality of study abroad opportunities for Winthrop students.
S	2.2			Deliver a mission-driven, market-smart, and cost-effective program mix at all levels.
O	2.2.1			Conduct comprehensive program reviews of academic programs, student life services, and administrative units in order to continuously adapt to changes in the market, academic research, student support needs, and technology.
O	2.2.2			Expand online offerings, infrastructure, and resources to support mission.
O	2.2.3			Maintain unqualified regional accreditation from SACS COC.
O	2.2.4			Support implementation and assessment of Winthrop's Quality Enhancement Plan.
S	2.3			Provide state-of-the-art facilities and infrastructure with appropriate technology to enhance academic and co-curricular learning and career preparation.
O	2.3.1			Expand campus Wi-Fi coverage to enhance residential learning and to improve campus-wide access to online resources.
O	2.3.2			Implement an instructional equipment replacement plan for curricular, co-curricular, and extra-curricular programs.
G	3			Recruit and retain highly qualified and productive faculty and staff by providing competitive compensation and a supportive work environment.
S	3.1			Foster a workplace culture characterized by communication, collaborative decision making, and civility.
O	3.1.1			In FY 2014-15, evaluate and update as necessary the Training Guide for Faculty, developed to strategically match students with appropriate campus resources.
O	3.1.2			Support the newly formed Staff Assembly by assisting in development of bylaws, fostering staff participation, facilitating communication with senior leadership, and providing information as needed regarding Winthrop and state processes and procedures.

Fiscal Year 2014-15
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Strategic Planning Template

Agency Name:	Winthrop University
Agency Code:	H47 Section: 021

Type	Goal	Strat	Object	Description
S	3.2			Take deliberate action to improve compensation competitiveness.
O	3.2.1			Establish a process to address salary concerns over a three year period to be realized by June 30, 2018.
O	3.2.2			Identify sources of funding to improve salaries.
S	3.3			Invest in the professional development of faculty and staff.
O	3.3.1			Fund and encourage effective professional development opportunities to optimize job growth, remain compliant with federal and state regulations, and follow industry best practices.
O	3.3.2			Revise the performance appraisal process for staff and administrators to include specific evaluation criteria that more directly relates to individual job duties and provides for employee participation.
G	4			Forge new and solidify existing government, organizational, and business partnerships that create mutual benefit.
S	4.1			Identify and secure resources and support that enable our students to realize their potential and allow them to make a difference in the communities in which they live.
O	4.1.1			Establish an annual forecast for financial support from university foundations by February 1 for the following fiscal year.
O	4.1.2			Implement annual joint meetings to deepen the communication between the Board of Trustees and the Foundation's Board of Directors.
S	4.2			Collaborate with local and regional economic development agencies to address Winthrop's strategic priorities and fuel our state's and our nation's economic engine through workforce development and by inspiring entrepreneurs.
O	4.2.1			Continue to partner with Rock Hill Knowledge Park initiative to support Winthrop priorities.
O	4.2.2			Increase Winthrop's presence through participation with networks such as the Small Business Development Center, Rock Hill Economic Development Corporation, Catawba Council of Government, York County Economic Development, Catawba Educational Learning Center, the SC Chamber of Commerce, and others to inform the development of workforce training and programming for entrepreneurs.



Agency Name: **Winthrop University**
 Agency Code: **H47** Section: **021**

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
1	Total Headcount Enrollment	6130	6024	7000 by Fall 2019	Last = Fall 2013 census date; Current = Fall 2014 census date	Internal enrollment reports and Commission on Higher Education Management Information System (CHEMIS) enrollment file	semester	Number of undergraduate and graduate students enrolled	1.1.1
2	Percentage of UG students who are in-state	89.7%	89.7%	Maintain at least 80%	Last = Fall 2013 census date; Current = Fall 2014 census date	CHEMIS enrollment file	semester	Percentage of enrolled students whose geographic origin at the time of admission is South Carolina	1.1.2
3	Percentage of UG students who are Hispanic	3.0%	3.9%	7.5% by Fall 2019	Last = Fall 2013 census date; Current = Fall 2014 census date	Internal enrollment reports and Commission on Higher Education Management Information System (CHEMIS) enrollment file	semester	Count of students who reported their ethnicity as Hispanic	1.1.3
4	One-year retention rate of first-time, full-time freshmen	72%	76.9%	Target a range of 75-78% by Fall 2019	Current = Fall 2013 census date to Fall 2014 census date	Internal retention reports and Commission on Higher Education Management Information System (CHEMIS) enrollment file	annual	Current Value = Percentage of the Fall 2012 cohort of first-time, full-time freshmen who returned in the Fall 2013 term	1.2.1
5	Overall Undergraduate Retention Rate	80.4%	81.1%	Maintain/improve	Current = Fall 2013 census date to Fall 2014 census date	Internal retention reports and Commission on Higher Education Management Information System (CHEMIS) enrollment file	annual	Current Value = Percentage of students enrolled in Fall 2012 who returned in Fall 2013	1.1.1, 1.2
6	Undergraduate course success rate	90.2%	89.4%	Maintain at least 90%	Last = Fall 2013; Current = Fall 2014	Internal end of semester course enrollment reports	semester	Percentage of passing final grades earned by undergraduates enrolled in 100-500 level courses. [grades of N are counted as not successful]	1.2.2
7	Four-year graduation rate of first-time, full-time freshmen	35.9%	40.4%	40% by Fall 2019	Reported in spring each year cohort that entered 5 years before	Consortium for Student Retention Data Exchange (CSRDE) report	annual	Current Value = Percentage of 2010 Fall cohort who had graduated by Summer 2014	1.3.1
8	Five-year graduation rate of first-time, full-time freshmen	49.3%	52.0%	55% by Fall 2019	Reported in spring each year cohort that entered 6 years before	Consortium for Student Retention Data Exchange (CSRDE) report	annual	Current Value = Percentage of 2009 Fall cohort who had graduated by Summer 2014	1.3.2
9	Six-year graduation rate of first-time, full-time freshmen	56.1%	51.8%	60% by Fall 2019	Reported in spring each year cohort that entered 7 years before	Consortium for Student Retention Data Exchange (CSRDE) report	annual	Current Value = Percentage of 2008 Fall cohort who had graduated by Summer 2014	1.3.3
10	Percent of UG students' documented financial need met	60.0%	58.0%	Maintain at least 60%	Last = Fall 2013 census date; Current = Fall 2014 census date	Common Data Set	annual	On average, the percentage of need that was met of students who were awarded any need-based aid	1.4.1



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Performance Measure **Last Value** **Current Value** **Target Value** **Time Applicable** **Data Source and Availability** **Reporting Freq.** **Calculation Method** **Associated Objective(s)**

11	Percentage of students who are Pell eligible	40.0%	43.0%	Maintain/improve	Last = Fall 2013 Current = Fall 2014 census date	Integrated Postsecondary Education Data System (IPEDS)	annual	Percentage of degree-seeking undergraduate students who are eligible to receive a Pell grant.	1.4.2
12	Student/faculty ratio	14 to 1	14 to 1	Maintain	Last = Fall 2013 Current = Fall 2014 census date	Common Data Set	annual	Fall ratio of full-time equivalent students (full-time plus 1/3 part-time) to full-time equivalent instructional faculty (full-time plus 1/3 part-time)	2.1.1
13	Percent of UG students who graduate with a study abroad experience.	7%	12%	10% by Fall 2019	Last = Fall 2013 Current = Fall 2014 census date	International Center reports	annual	Percentage of undergraduates who graduated in prior December, May, and August and had Study Abroad indicator in Student Information System (SIS).	2.1.3
14	Percentage of UG Credit Hour Production delivered by FT faculty	63.0%	63.1%	Maintain/improve	Last = Fall 2013 Current = Fall 2014 census date	CHEMIS course files	annual	For courses below the 600-level, percentage of total credit hour production taught by full-time instructional faculty.	2.1
15	Percentage of FT faculty with terminal degree	85.8%	88.2%	Maintain/improve	Last = Fall 2013 Current = Fall 2014 census date	CHEMIS faculty file	annual	Percentage of full-time instructional faculty holding terminal degrees in their discipline.	2.1, 3.3
16	Average Salaries of FT Faculty	Among the 12 SC public comprehensives, Winthrop ranked 7th in average faculty salary overall, 7th for professors, associate professors, and assistant professors, and 11th for instructors	Among the 12 SC public comprehensives, Winthrop ranks 7th in average faculty salary overall, 8th for professors, 6th for associate professors, 7th for assistant professors, and 11th for instructors	Establish a process to address salary concerns over a three year period to be realized by 2018.	Last = Fall 2013 Current = Fall 2014 census date	CHEMIS	annual	CHE publishes this data annually, based on faculty salary data submitted by each institution each fall.	3.2.1

