

Winthrop University Faculty Conference
17 August 2018
2:00 p.m., Plowden Auditorium

Agenda

- I. Approval of Minutes for April 13, 2018 Faculty Conference (*Minutes to Follow*)
- II. Report from the Chair
Michael Lipscomb
 - a. Remarks and Introduction of Secretary and Parliamentarian
 - b. Recognition of Faculty Members Promoted and/or Tenured
 - c. Report from June 21 and 22, 2018 Board of Trustees Meeting
- III. Report from the President
Dan Mahony
- IV. Report from the Provost/Vice President for Academic Affairs
Debra Boyd
- V. Academic Council (*Supporting Material to Follow, Appendix I*)
Jo Koster



VI. Committee Reports

a. Committee Reports

i. Rules Committee

Zach Abernathy

ii. Faculty Committee on University Priorities

Malayka Klimchak

VII. NCAA Faculty Athletics Representative

Trent Kull

VIII. Chair of Staff Conference

Nicole Chisari

IX. Presentation of Ombuds Policy Proposal

Ginger Williams

X. Office of Computing and Information Technology

Patrice Bruneau

XI. Registrar, Office of Records and Registration

Gina Jones



XII. Unfinished Business

XIII. New Business

XIV. Announcements

- a. Mark Herring, Library
- b. Kelly Costner, Friends of Dacus
- c. Gloria Jones, Rock the Hill
- d. Rosie Hopkins-Campbell, Fresh Check Day

XV. Adjournment

Faculty Conference Membership (333) 35%= 117 20%=67

(Celebratory Refreshments to Follow Meeting)



Minutes

Winthrop University Faculty Conference

April 13, 2018

2:00 pm

Dina's Place, DiGiorgio Student Center

- I. Approval of minutes for February 23, 2018 Faculty Conference (attached). Faculty voted to approve the minutes from the February meeting.

- II. Report from the Chair on April 5-6, 2018 Board of Trustees Meeting: Dr. Michael Lipscomb
 - a. Board meetings of April 5 and 6: The Board of Trustees has traditionally met for one day but changed that to two so they could be attentive to getting all of the work before them done. Dr. Lipscomb commended them for this change. There was a presentation on national tuition models, including nine different models that reduce or hold tuition achieved with cuts to operating costs. These involve compromises to fees, etc. President Mahony gave an update on the state budget and will do that here as well. In the search for a new VP of Student Affairs, 100 applications were considered, four candidates were invited to campus. These visits are concluding today. The search committee was led by Meg Webber. The President addressed 513 responses of the Employee Satisfaction Survey. Responses indicate a high satisfaction with the student-centered nature of Winthrop, and the largest area of concern was related to faculty and staff pay; employees don't see compensation for jobs done. The Finance committee spoke on affirmative action goals. This was Winthrop's second year as #2 for attaining our goals here to diversify faculty.
 - b. Dr. Lipscomb reminded faculty of ongoing efforts to do our business in ways that allow us to hear one another: he encouraged speakers in the meeting to project and said there is a second microphone if we need it. Otherwise, for efficiency, he will paraphrase speakers. He then thanked FCUP and FCUL for the work they're doing. FCUL has created a reporting plan that clearly lays out how they've addressed problems brought to them. Dr. Lipscomb thanked Dr. Adriana Cordis, the chair. FCUP has put together their own reporting plan; Dr. Lipscomb thanked Dr. Ron Parks, the chair, who will show a sample of what that report looks like later in the meeting. Dr. Lipscomb further thanked Dr. Andrew Besmer, chair of the Rules Committee, for their work on going back through FC bylaws and ensuring they're up to date. They discovered some things we've deliberated in the past weren't in the bylaws. Dr. Besmer and the rest of the committee have gone through and updated the bylaws in their entirety. Lastly, Dr. Lipscomb thanked President Mahony and the Provost, Dr. Debra Boyd, for working with chairs on FCUP and FCUL to address the threat of faculty burnout. They're looking into exploratory options for release time and merit pay.
- III. Report from the President: Dr. Dan Mahony
 - a. Budget Report: See attached Report. Some highlights follow, below.
 - i. Students pay about 56%, on average, of what we publish as tuition and fees. We actually realize about 77% of what we publish as tuition and fees. We had a lot of scholarship funds going underwater because of the management fees.

- ii. Unrestricted net position isn't completely unrestricted. One of those purposes means monies can only be spent on, say, facilities. Even if we're flat from an operating standpoint, we may see a decrease in our unrestricted net position.
- iii. Cost of attendance: we are often described as having the highest price in the state, but we're really third for in-state and fifth for out of state. Not everybody is including the same things in cost of attendance, like books and transportation. We're a lot more honest about those costs. College Score Card shows more truth in advertising to compare real data across institutions; according to this we're really right in the middle of the state schools. 6th of 12 institutions as far as costs. We tend to have higher student debt because of the average income of our student body.
- iv. Mr. Justin Oates talked about being here a little over a month evaluating current processes. For planning and budgeting, he wants to get out of looking at one year at a time and look forward five years at a time. The Division of Finance and Business Affairs explores this planning process, including transparency, links to the strategic plan, and takes accountability for managing with budget constraints while balancing key priorities. Question from Dr. Gregg Oakes, CAS: "Can you say a little about the extent to which units have autonomy and determine spending to ensure programs are growing successfully?" Mr. Oates said they haven't had those discussions yet, but in other experience, he has seen universities make large allocations at the college level and give the dean flexibility to invest in new ideas, etc. His thinking is it would start at the college and dean level. Dr. Mahony backed this up. Faculty will be emailed a PowerPoint and Mr. Oates invited us to reach out with any questions once we've looked at it. It will give a preliminary timeline of establishing a new financial planning and budgeting model.

IV. Report from Provost/Vice President for Academic Affairs: Dr. Debra Boyd

- a. Deferred her comments in lieu of other important business being considered.

V. Academic Council: Dr. Jo Koster

- a. Please see the attached report. Highlights follow.
- b. One curricular action requiring the vote of FC: Bachelor PS degree, aimed at adult completers in 25-64 age group. Possibly as many as 40,000 students in our area may be interested in our degrees. Dr. Greg Oakes asked, "What happened to HR management? Wasn't the HR language really Health Services and Organizational Operations?" Dr. Amanda Hiner answered in the affirmative.

- c. Academic Council reviewed a number of programs for degree changes not requiring the vote of FC. Dr. Koster thanked Dr. Will Thacker and CUC for their hard work this year.
- d. GENED brought forward a number of courses for inclusion that do require a vote. Faculty voted to approve these courses. Many courses for recertification. ECON 103 was originally not certified, has been appealed and recertified. The working group reviewing the constitution requirement was asked to go back and do more work on its proposal; there's some vague language in the state law. Dr. Koster thanked Dr. Kristen Abernathy and the GNED committee for another hard year of great work.
- e. Dean Jones raised questions about plus minus grading forward; this issue will be on the docket for next year.
- f. AC will meet at 2 next Friday.

VI. Elections (Appendix III) Dr. Lou Pantuosco

- a. Ballots were handed out; nominations were solicited from the floor.
 - i. The only name added was that of Dr. Dave Pretty, History, for Academic Council

VII. Committee Reports

- a. Rules Committee: Dr. Dustin Hoffman (for Dr. Andrew Besmer) summarized the many changes Rules has effected and thanked Dr. Besmer.
- b. Library: Dr. Phillip Gibson thanked Dean Herring and members of Library Committee for their work. Faculty were reminded to encourage students to use library, to post their work to Digital Commons, and to donate any extra textbooks to the library reserves. Ms. Hope Johnson is the new Outreach and Reference Librarian at the library. April 19 author Kathryn Smith will discuss FDR's Secretary and right-hand woman in McBride at 7PM. Dr. Gibson urged faculty to consider joining Friends of Dacus.
- c. Faculty Personnel: Dr. Lou Pantuosco thanked the committee, which reviewed over thirty promotion and tenure files. He explained that everybody takes the lead on different files.
- d. Academic Freedom and Tenure and Promotion: Dr. Ginger Williams reported the committee didn't have a case this year, so they followed up with old business from previous years, including last year's recommendation that we establish an Ombuds office here at Winthrop. The committee this year (Ginger Williams, Chair; Andrew Besmer, Chair of Rules; Maria D'Agostino, Staff Conference; Michael Lipscomb, Chair of Faculty Conference) put together a policy for our campus, went to Dr. Lipscomb, FCUP and FCUL, and Rules, put together a policy for faculty

- review, and shared their work with the Provost and President. A draft proposal is available on the Faculty Conference webpage, and we hope to vote on this early in the fall. Dr. Williams thanked the committee for following through with this work.
- e. Financial Exigency: Dr. Jo Koster had nothing to report.
 - f. Academic Conduct: Dr. Alice Burmeister had no formal activity to report.
 - g. Undergraduate Petitions: Dr. Laura Glasscock was not present. Dr. Lipscomb said he will contact her to see whether there were any undergraduate petitions.
 - h. Undergraduate Curriculum: Dr. Will Thacker sent supporting materials in which faculty can find a written report; please see attached report.
 - i. Faculty Committee on University Priorities: Dr. Ron Parks said the committee has changed the way it communicates with administration. The committee used to meet when issues arose but is now meeting regularly and met with Dr. Boyd and Dr. Mahony about once a month. This expedited the process. Information will be available through FC website. Dr. Parks thanked Malayka Klimchak for her work in putting together the presentation for the FC website.
 - j. Faculty Committee on University Life: Dr. Adriana Cordis said there is a written report under supporting materials for this meeting.
- VIII. Proposed Amendments to the Bylaws (Appendix V): Dr. Dustin Hoffman (for Dr. Andrew Besmer) reported on the proposal for electronic voting: a subcommittee formed to look into this, and Dustin thanked the committee. After today's meeting, Faculty Conference will be getting rid of paper ballots and using the Borda method for electronic voting. Dr. Hoffman asked whether there were any questions. Dr. Gloria Jones asked, "How would we add nominations to the ballot?" Dr. Hoffman answered that we would do so immediately after the meeting, then the link to vote would be sent after the meeting. Faculty voted in favor of this resolution, and it will be added to the FC bylaws.
- IX. Report on Ombudsperson policy proposal (Appendix VI): Dr. Ginger Williams
- a. Already given above.
- X. Winthrop University Foundation Report: Ms. Amanda Stewart
- a. Ms. Stewart explained that Ms. Miranda Knight was supposed to be here too but got called away, so she was going to try to cover both aspects of the report. The Foundation is private and exists solely for the benefit of the University. It manages and distributes monies coming in from donors. Emergency funds are available for student needs: students who can't afford books, students in crisis: living in a car or living with food

insecurity. Dr. Jones has started such a fund. To get the students to services they may need, please contact Ms. Stewart or Ms. Knight to find both campus resources and financial resources. Please don't promise anything to students because sometimes there are certain things that have to be handled in specific ways.

- b. Task Force on Tenure and Promotion Protocols: Dr. Michael Lipscomb reported the task force worked from December through this semester on concerns framed by faculty and administration, met six times, and had six town hall meetings across academic communities. The Task Force will continue to review tenure policies through the 2018-19 academic year. Regarding post-tenure review, which is mandated by state law. During the 2018-19 year, the task force will present changes to the present policy covering post-tenure review to Rules and to Faculty Conference, which would then be subject to a vote. Feedback from a variety of constituents has suggested that the current policy statement presents requirements and guidelines that do not best represent the interests of faculty in preserving tenure and which do not fall in line with the spirit of tenure as a means for protecting faculty autonomy. The Task Force agrees that the present policy, which was agreed upon by Faculty Conference in the context of potential merit pay increases for a "review with excellence," should be revised to reflect the role of tenure in protecting academic freedom, including the ability of faculty to make reasonable judgments about how to marshal their time in the context of the workload of a teaching-oriented, comprehensive university such as Winthrop. Dr. Lipscomb stressed that no one is talking about not having post-tenure review; post-tenure review is, in fact, mandated by state law. To that end, the Task Force on Tenure and Promotion Protocols will work to revise the existing policy for presentation to the Rules Committee and, eventually, Faculty Conference during the 2018-2019 Academic year. The plan would be to present the revised policy to those bodies during the early part of the fall 2018 semester. Of course, the ultimate adoption of any policy revision would allow for deliberation by Faculty Conference and be subject to a vote for approval by that body. The Task Force would be guided by following principles: 1) Post-tenure review should be linked to guidelines for tenure, not rank. 2) The evaluative language of post-tenure review should stress "sustaining" excellence and "maintaining" engagement. 3) Faculty should be able to present a holistic picture of their contributions to the University. Given the different ways in which different faculty members contribute, particularly in the context of a comprehensive university, to the mission of Winthrop, some faculty members may be less productive in a particular area even though their overall engagement is consonant with the expectations of a tenured faculty member. 4) Post-tenure review should not be used as a criteria for merit pay. This does not mean that the Task Force is suggesting that the possibility of merit pay should be taken off the table, but rather that

annual reports should be the basis of such increases. This shift would avoid thinking about Post-tenure review as an exhaustive credit-claiming exercise on par with the initial tenure review process itself. It would also allow for a focus on available review materials when the financial opportunity for merit pay might arise (some faculty might not have a recent post-tenure review in hand at the exact time such an opportunity might arise).

XI. Unfinished Business: There was no unfinished business.

XII. New Business

- a. Discussion of the +/- grading system: Dr. Gloria Jones spoke in front of Academic Council last week and explained this is for information only and for later discussion. We adopted plus minus in 2005-2006. We apply this somewhat inconsistently across the campus because it's optional for faculty. Also, a C- is necessary to get through many courses, like CRTW, or to S/U, but a C- is not good enough to remain in good academic standing. Dr. Jones gave some examples of what happens when students who have plus/minuses compete with students who do not. The only other university that uses both plus and minus is College of Charleston. Dr. Jones named many schools that only use pluses: what does this do to grade inflation? She talked about how many A's were awarded last fall: many more than B's and C's. Grade inflation is already a problem here. Think about this over the summer: what if we did away with minuses or with plus/minuses?

XIII. Announcements

- a. Registrar Announcements Ms. Gina Jones: Graduation Degree candidate grades and due 5/2 by 3 PM; undergraduate candidate degree grades due 5/3 by 9 AM, all grades are due 5/4 by 5 PM. Faculty compliance helps Records and Registration to clear students for graduation. Get grades in early if you can. Incompletes seem to be a source of misunderstanding every semester; when you use one, you have to submit twice in Wingspan. Please remember the second, pop-up submission.
- b. SPAR Announcements: Dr. Terri Wright, Executive Director for Sponsored Research, introduced the new grant specialist who will help faculty with grants, Ms. Kristen Smith. The federal government is calling for changes to Title 45 regarding protection of human subjects, which will be implemented in July. WU IRB will update forms and procedures starting next academic year, which will be on the SPAR website.
- c. International Center: Dr. Leigh Poole announced that in the spring of 2014 WU joined Generation Study Abroad; we've identified and awarded \$88,000 in study abroad money from external awards. Also the number of courses going abroad has gone up. The need for financial assistance hasn't abated. The Council on International Education Exchange has Passport Caravan, which means that through external funding we can support 100 students getting a passport free of charge; this is a value of more than \$13,500. They prioritize Pell eligible students, need, and majors underrepresented in study abroad. Students have to be getting their passport for first time; WU selected as part of this national program. Once the International Center has a date for this they'll send it out. Spread the word.
- d. Food Conference: Dr. Ginger Williams announced this interdisciplinary conference will be held in February 2019. The subject matter is food: what we grow and eat. John T Edge, food historian and Director of Southern Foodways Alliance will be the keynote speaker.
- e. SOURCE: Dr. Robin Lammi announced that a week from today is the fourth annual SOURCE. This year we've seen about a 30% increase in size from last year's participation. Please come, and please do what you can to encourage student to come.
- f. Other Announcements: Dr. Kathy Lyon announced that on April 21, 9:00-10:30 the honors thesis celebration and cording ceremony will be held. Fifty students will be receiving their cords.
- g. Faculty were reminded of the opening exhibitions taking place tonight in the University galleries.

XII. Adjournment



Appendix I: Report of Academic Council (August 17, 2018)

ACADEMIC COUNCIL REPORT

AUGUST 24, 2018



COURSES APPROVED AT APRIL 18 MEETING (NO ACTION BY FC)

- BFA—INDS (Revisions to course numbers, grading status, prerequisites; no change in required hours)
- BFA—VCOM—GDES (Revisions to course numbers, grading status, prerequisites; no change in required hours)
- BFA—VCOM—ILUS (Revisions to course numbers, grading status, prerequisites; no change in required hours)

BIG THANK-YOU'S IN ADVANCE TO

- Laura Glasscock, CUC Chair
- Kristen Abernathy, GNED Chair

- Constitution Requirement revision
- Online course attendance policy
- Cultural events policy revision
- Plus/minus grading policy reconsideration
- Moving final grade submission to Sunday night rather than Friday at 5?
- And of course, curriculum and GNED recertifications
- And concerns or ideas you bring to us!

GNET Recertification Rotation

Academic Year	Areas to Be Reviewed for Recertification
2013-2014	100-level classes
20142015	200-level classes (Historical Perspectives; Social Science, Humanities and Arts; Natural Science; Constitution Requirement).
2015-2016	200-level classes (Global, Oral, Technology, LLS)
2016-2017	300- and above level classes
2017-2018	100-level classes
2018-2019	200-level classes (Historical Perspectives, Social Sciences, Natural Science)
2019-2020	200-level classes (Global, Oral, Technology, Humanities and Arts, Constitution)
2020-2021	300- and above level classes

Appendix II: Report of Academic Council (April 6, 2018)

Appendix III: Elections – Sample Ballot

FACULTY ELECTIONS April 2018

Membership in the Winthrop University Faculty Conference for at least one year is required for election to any Standing Committee. A member of a Standing Committee of Faculty Conference who has served a complete term may not succeed him/herself. Standing Committees are noted on the Ballot.

The Kerley method of voting is used to prevent ties and runoff elections. Number your choices 1 (your first choice), 2, 3, etc. for every candidate on the ballot.

Example: In a race to elect 2 committee members

_____ 3 _____	Candidate A	
_____ 1 _____	Candidate B	Using check marks will <u>void</u>
_____ 2 _____	Candidate C	<u>your ballot</u> for races with
_____ 4 _____	Candidate D	more than two candidates.

Academic Conduct: 2 year staggered terms elected by Faculty Conference

1 seat - serving through Spring 2020

_____ Tammy Burnham, College of Education (Curriculum and Pedagogy)

_____ Jennifer Jordan, College of Education (CLES)

_____ Larry Stevens, College of Business Administration (Management)

Academic Council: 3 year staggered terms for members who may not serve more than two complete terms in succession; no person shall be eligible to serve as a voting member unless he/she has served 2 years as a faculty member immediately preceding service

1 seat - Serving through Spring 2021 to replace Chad Dresbach (Design)

_____ Chad Dresbach, College of Visual and Performing Arts (Design)

_____ Kelly Costner, College of Education (Curriculum and Pedagogy)

Academic Freedom and Tenure: 2 year staggered terms for faculty members elected by Faculty Conference, all members of the committee must be tenured.

2 seats - Serving through Spring 2020 to replace Ginger Williams (History) and David Meeler (Philosophy and Religious Studies)

_____ Leslie Bickford, College of Arts and Sciences (English)

_____ Lisa Harris, College of Education (Curriculum and Pedagogy)

_____ Matt Hayes, College of Arts and Sciences (Psychology)

_____ Sandra Neels, College of Visual and Performing Arts (Theatre and Dance)

DiGiorgio Student Union Advisory Board: 3 year staggered terms for faculty members elected by Faculty Conference

1 seat - Serving through Spring 2021 to replace Kristen Wonderlich (Music)

_____ Joni Boyd, College of Education (PESH)

_____ Mark Lewis, College of Visual and Performing Arts (Music)

_____ Michael Whitney, College of Business Administration (Computer Science)

Faculty Personnel: 3 year staggered terms for eight tenured faculty members; one faculty member elected by Faculty Conference

1 seat - Serving through Spring 2021 to replace Gale Teaster (Library)

_____ Pat Ballard, Library

_____ Sandra Neels, College of Visual and Performing Arts (Theatre and Dance)

_____ Jane Thomas, College of Business Administration (Marketing)

Faculty Representative to Council of Student Leaders: 1 year term for one faculty member elected by Faculty Conference

1 seat - Serving through Spring 2019 to replace William Schulte (Mass Comm)

_____ Duha Hamed, College of Arts and Sciences (Psychology)

_____ Sandra Neels, College of Visual and Performing Arts (Theatre and Dance)

Judicial Council:

2 year staggered terms for faculty members elected by Faculty Conference

2 seats - 1 Serving through Spring 2020 to replace Catherine Chang (History) 1
Serving through Spring 2019 Replacing Lorrie Crochet (Music)

_____ Clovia Hamilton, College of Business Administration (Theatre and Dance)

_____ Julia McCallum, College of Visual and Performing Arts (Music)

_____ Jeffrey McEvoy, College of Visual and Performing Arts (Music)

_____ Jeremy Mims, College of Visual and Performing Arts (Music)

_____ Sangwon Sohn, College of Visual and Performing Arts (Design)

Rules: 3 year staggered terms for faculty members elected by Faculty Conference

2 seats - Serving through Spring 2021 to replace Dustin Hoffman (English) and Andrew Besmer (Computer Science)

_____ Sherry Hoyle, College of Education (CLES)

_____ Anna Romanova, College of Business Administration (Quant. Methods)

_____ Trent Kull, College of Arts and Sciences (Mathematics)

_____ Lindsay Yearta, College of Education (Curriculum and Pedagogy)

**Appendix IV: Standing Committee Reports:
Report of the Winthrop University Academic Conduct Committee**

2017-18 Academic Year

In my capacity as appointed committee chair, I am writing to officially report that the Academic Conduct Committee took no actions during the 2017-18 academic year.

Respectfully submitted,

Alice Burmeister

Annual CUC report Will Thacker, Chair CUC

CUC met 4 times during the 2017-2018 academic year. Here are our activity statistics:

Date	Course Applications	Program Applications
Sept 15, 2017	12	1
November 10, 2017	37	3
February 2, 2018	43	28
March 23, 2018	85	23
TOTAL	177	55

Thanks to the hard working members of CUC:

Deb Leach: Education

Laura Ullrich: Business

Cliff Calloway: Arts & Sciences

Tracy Patterson: VPA

Stephanie Lawson: Graduate Assembly

Of course, Gina Jones and Tim Drueke have been invaluable to this committee. Lastly, thanks to Kara Traverse for keeping us organized.

Faculty Committee on University Life (FCUL) Report, 2017-2018

Adrianna Cordis

(Committee of the Faculty Conference) This committee shall be responsible for examining concerns submitted by faculty members that affect the conduct of university life, and shall have the authority to address these concerns by communicating directly with appropriate administrators and members of the University faculty and staff to understand the concern more fully and to effect a positive resolution to the concern. The committee shall report the concerns received, its findings, and the status of the

concerns to Faculty Conference, to the Committee on University Priorities, and to the President at least once each semester.

Adriana	Cordis (Chair)	CBA	Elected (College FA)	2018
Shawwna	Helf	COE	Elected (College FA)	2018
Amanda	Hiner	CAS	Elected (College FA)	2018
Mark	Lewis	CVPA	Elected (College FA)	2018
Rick	Chacon	CAS	Elected (College FA)	2019
Susan	Silverman	Library	Elected (College FA)	2017
Jackie	McFadden	Library	Elected (College FA)	2021
Kristen	Wonderlich	CVPA	Elected (College FA)	2019
Tyrone	Cesar	COE	Elected (College FA)	2020
Marguerite	Doman	CBA	Elected (College FA)	2020

FCUL addressed fourteen (14) concerns that were brought to the committee by faculty during the 2017-2018 academic year. The list of concerns and actions taken in response (in italics) are presented below.

Item 1. (Closed) IT policy of changing passwords - Faculty expressed concerns about the new IT policy of changing passwords every 90 days. One concern is that the policy will have negative effects on faculty and the university by reducing employee morale and productivity. Another is that the policy may actually reduce computer security rather than enhance it, as suggested by current recommendations and research. In addition, faculty asked whether the policy was required by the state legislature, the governor, Winthrop University President, or whether it was the IT Office’s interpretation of how to implement the state laws and regulations.

Resolution: *Dr. Marguerite Doman, FCUL committee member, examined this issue. The password change policy was directed by Winthrop’s Internal Auditor in order to keep Winthrop compliant with the policies of the South Carolina Division of Information Security (DIS). From the DIS website “The Division of Information Security is an operating unit under the Department of Administration’s Division of Technology, responsible for a variety of statewide policies standards, programs and services relating to cyber security and information systems.” The Information Security Policy – Access Control (2014) (available at <http://www.admin.sc.gov/files/InformationSecurityPolicy-AccessControl.pdf>) states the following about password policy and change requirements:*

Password Policy

Purpose

The purpose of the password section is to establish uniform and enterprise-wide practices to create, manage and maintain passwords to ensure expected level of access security. The policy outlines requirements for creation of strong passwords, protection of those passwords, and password change frequency.

Policy

Account Management (AC 2)

- [Agency] shall establish a process for password-based authentication to include the following:
 - Automatically force users (including administrators) to change user account passwords every ninety (90) days. If [Agency] handles Restricted data, consider enforcing password changes no less than every sixty (60) days;

Guidance

NIST SP 800-53 Revision 4: AC 2 Account Management

State agencies are required to comply with DIS. Higher Education must adhere to the DIS policy unless they have an approved policy variation, which we do not. Winthrop is considering testing a two-factor authentication policy to secure more sensitive information. If this is successful, they may consider extending it to the university. A university privacy group may be established to raise awareness and create an information inventory for the campus with representation from every college. This will help keep the faculty informed.

Item 2. (Closed) Requirement to report leave - Many faculty raised concerns that the new requirement to report leave may result in reduced productivity. They asked whether the requirement to report sick leave every pay period is directly mandated by the state or whether it was Winthrop's decision. They also inquired about the reasons for the new requirement. If it is a Winthrop requirement rather than a state requirement, faculty asked whether the frequency of reporting can be reduced to once per semester.

Resolution: *Dr. Adriana Cordis, FCUL chair, discussed this issue with the HR Office. The HR Office states that it has a legal and fiduciary responsibility to maintain leave records according to state law. The requirement to report sick leave for faculty was implemented so that the HR Office can maintain better records. Beginning with July 2011 and up until this year, the HR Office limited the requirement to report sick leave to those employees who actually took leave. However, these employees were not following the policy; they were not turning in their leave at all or were turning it in late, resulting in the HR Office having to make numerous adjustment leave reports. In addition, the fact that leave was not being reported at all by faculty (many faculty did not even realize they accrued sick leave until this process was implemented) placed Winthrop in jeopardy of audit exceptions regarding the legal requirement to have a process in place that ensures accurate reporting of sick leave.*

For clarification on the frequency of reporting, the HR Office directed faculty to the Winthrop University Sick Leave Policy. This policy is based on Chapter 11, Section 8-11-40 of the South Carolina Code of Laws, the SC Human Resources Regulations Section 19-710, and Winthrop's responsibility to maintain accurate records regarding leave. Neither the state law nor the State HR Regulations specify how each state agency is to enforce recording of sick leave by its employees. At Winthrop, the leave report (which can either report sick leave taken or no sick leave taken) is required to be submitted at the end of each pay

period and within three days of the end of the pay period. All leave eligible Winthrop employees are required to submit a leave report at the end of each pay period. According to the HR Office, there is no mechanism to allow faculty to submit leave reports on a different schedule than all other employees.

Item 3. (Closed) Availability of contracts – Faculty expressed concerns about the availability of contracts. In the past, faculty received their contracts in writing and had to sign and return them but that is no longer the case. They are asking for feedback on how to view their contracts more easily.

Resolution: *Dr. Adriana Cordis, FCUL chair, discussed this issue with the HR office. Prior to 2011, Winthrop provided annual salary notification letters (not contracts) to faculty, which included salary information for the upcoming academic year. This practice was eliminated with the implementation of the HR/Payroll module of the Banner software in July of 2011. All employees can view their pay information via Wingspan by clicking on the Employee Detail tab and then on Job Detail. When this self-service function became available, the salary notification letters were discontinued. Faculty receive initial offer letters at the time of hire. After that, the policies and procedures in the Faculty Manual provide guidance regarding the employment of faculty.*

Item 4. (Closed) FMLA policy for faculty – Faculty expressed concerns about the ability to donate leave for maternity and adoption.

Resolution: *Dr. Adriana Cordis, FCUL chair, discussed this concern with the HR Office. Ms. Lisa Cowart, Vice President for HR, Employee Diversity & Wellness, graciously provided clarification on this issue. Under the current leave transfer policy, which can be found at <https://www.winthrop.edu/uploadedFiles/hr/policies/LeaveTransferProgramPolicy.pdf>, employees can donate unused annual or sick leave to a pool. The guidelines for employees to donate leave to the appropriate pool as well as the eligibility criteria to request and receive transferred leave are listed in the policy.*

Recently the state of SC established that employees can donate leave to a specific person. According to Section 117.137 of the 2016-2017 Appropriation Act, a state employee can make a written request to donate sick and/or annual leave directly to another state employee in the event of a medical emergency, subject to the approval of the agency director (or his designee). Leave transferred directly from one employee to another may only occur within the same agency (see <http://www.admin.sc.gov/humanresources/employee-information/benefits-and-leave/leave-transfer-program#LeaveDonation>). The HR Office encourages interested employees to contact the office to walk them through this process. Any leave-eligible employee can request leave from the leave pool regardless of whether another employee has donated leave specifically to that employee. An employee who receives leave from the leave pool must use the leave in accordance with the applicable leave policy (sick leave or annual leave).

However, the donation of leave would not resolve situations where an employee's spouse gives birth because the sick leave policy and state HR regulations do not allow the use of sick leave for this purpose. FMLA is 12-weeks of job protected, unpaid leave. Winthrop allows employees to run any applicable accrued paid leave concurrently with the unpaid FMLA leave. Sick leave is generally intended to apply to an employee's personal illnesses, but the sick leave policy and state HR regulations allows an

employee to take up to 10 days of their personal sick leave to care for a “dependent” – as defined by the policy. Faculty are not eligible for annual leave; so beyond the 10 days, there is no paid leave available to them in this particular situation.

State regulations have a special provision regarding the use of sick leave for the purpose of adoption. Per Winthrop’s policy, “An employee who adopts a child may use up to six weeks of accrued sick leave credits for the purpose of providing care for the child immediately following placement. Leave time authorized

by this section may be approved only if the employee is the person who will be primarily responsible for the care and nurturing of the child during this period. For eligible employees, sick leave due to the adoption of a child may be covered under the Family Medical Leave Act. Please see the Winthrop University FMLA Policy or contact HR.” It is advisable for anyone who has questions about leave, the leave pool, etc., to contact HR to discuss their specific situation.

Item 5. (Closed) Teaching and Learning Center – Faculty expressed a concern about the plans for the Teaching and Learning Center. Specifically, it appears that the TLC has been “farmed out” to several different people. There is some online training and miscellaneous programming, but there isn’t anyone developing regular programming for faculty. This has implications for SACS, as there is no official faculty development program right now, and it’s also problematic for a “teaching” institution of Winthrop’s size to not devote resources to faculty training and development.

Resolution: *Dr. Amanda Hiner, FCUL committee member, discussed this matter with Dr. Gloria Jones, Dean of University College. Dr. Jones communicated that professional development efforts are temporarily being overseen by the Provost’s office. There is a consensus among administrators that we need a larger commitment to professional development for faculty on campus, and administrators are currently trying to determine what it will look like and how it will be overseen. The future version of the TLC will likely not be housed in the University College, but may inhabit the new space for faculty and staff (where President DiGiorgio’s old offices/space was located). This new TLC may consist of a large “umbrella” organization that covers professional development, Blackboard training, and online learning. Currently, the Provost, the Dean of University College, and Dr. Meg Webber are trying to determine the structure for this new office or entity. Their goal is to create a new office that will provide more rigorous and vital professional development for the campus. Dr. Jones is still hoping to host a TLC Conference in the spring if she has adequate administrative support for that effort. Overall, she wants to assure faculty that they are making progress towards this effort to make sure that faculty professional development needs are met.*

Item 6. (Closed) Insufficient lighting between Dacus Library and Withers – Faculty expressed concerns that insufficient lighting posed a safety issue.

Resolution: *Dr. Amanda Hiner, FCUL committee member, addressed this safety concern. She submitted a Facilities Maintenance request to improve or fix the lighting between Dacus and Withers. The request was completed as of Dec. 8, 2017. (Work Order # WR-201705187 accepted from work request #192090 has a status of Completed as of Dec. 8, 2017, 9:54 AM.)*

Item 7. (Closed) Parking enforcement – Faculty expressed concerns about parking in the library lot. Cars without stickers were seen parked in faculty spots on multiple occasions. Calls were placed to the police, which informed faculty that the delinquent cars would be ticketed. However, that did not appear to be the case because the cars were back in the same spots the next day. Although the sign restricts parking to faculty until 7:00 p.m., others park in those spots beginning at 5:00 pm. This creates an issue for those

who teach at night and have to walk to distant lots alone. The faculty expressed a desire for more cooperation from the police department in ensuring parking availability and safety after dark.

Resolution: *Mr. Ken Scoggins, Chief of Police, graciously agreed to attend one of the FCUL meetings to address this issue. Mr. Scoggins informed the committee that the four employees in parking enforcement work a staggered schedule to help monitor traffic and issue tickets. He added that the department is short-handed. This has affected their ability to monitor parking lots as well as they would like. Mr.*

Scoggins added that officers do not turn a blind eye to parking violations. They tow a fair number of vehicles. To help demonstrate the work done by the office, he indicated that from the beginning of the semester, the revenue from parking citations reached approximately \$75,000.

The police receives 16,000 calls per year. In addition, more than 800 events are staffed by police. Even though this is not officially part of their job, it has become expected of them to monitor parking at these events. They are glad to help. However, this does increase the workload requested of staff. Mr. Scoggins is currently working on the staffing issue. Hopefully this will help with the workload and the parking situation. Also, Mr. Scoggins reminded the committee that the police office provides escorts to students, faculty, and staff as necessary for safety purposes.

Item 8.A. (Closed) Bancroft Hall traffic – Faculty expressed concerns about the traffic pattern in front of Bancroft Hall. Students and other folks create a safety hazard by skateboarding and bicycling in the wrong direction on Winthrop Alumni Drive in front of Margaret Nance and Bancroft. When faculty, staff, students, or visitors are backing out of parking spots, they often cannot see skateboarders or bicyclers who are traveling in the wrong direction. The faculty who brought this concern suggested that reminders about the direction of traffic could be painted directly on the pavement, or that perhaps a lane for bikers and skateboarders who need to travel against the legal traffic flow could be marked on the side of the road away from where cars park.

***Examination:** Mr. Ken Scoggins, Chief of Police, graciously agreed to attend one of the FCUL meetings to address this issue. There has been an increase in signage and pavement marking to advise proper road usage and safety. Skateboarding is only permitted on campus to get from point A to point B. It is not allowed on steps, to cause property damage, or to disrupt classes. The idea of a dedicated lane for skateboards was raised. However, having a dedicated lane for skateboards is a decision to be made by university leadership rather than by the police. Perhaps Facilities could help address this concern further. One issue to consider is that part of the street is owned by the university and part by the state; it would be necessary to conduct research regarding the feasibility of this proposal and to obtain approval from the leadership. In addition to skateboarding/traffic safety, Mr. Scoggins added that students' texting and looking at their cell phones creates a safety concern.*

Item 8.B. (Closed) Bancroft Hall traffic follow up – A faculty member sent a follow-up expression of concern regarding students biking and skateboarding the wrong way on Alumni Drive in front of Margaret Nance and Bancroft. The faculty member is worried that a student might be hit by a car backing out of the parking spots. The faculty member inquired whether there were any developments regarding the suggestion to post signs and mark the pavement to indicate the proper direction of travel as well as create a dedicated lane for bikers and skateboarders on the side of the road away from where the cars park. The faculty member noted that they are sharing this concern “directly with administration so that it doesn’t fall through the cracks in the context of everyone’s busy schedules and given the seriousness of a potential accident, both as it pertains to the well-being of members of the Winthrop community and to the reputation of the University with all of our stakeholders.”

Resolution: *Dr. Adriana Cordis, FCUL chair, contacted Mr. Walter Hardin and Mr. Ken Scoggins for a follow-up. Mr. Hardin kindly shared Winthrop's Policy on Skateboards and Bicycles which highlights the proper use of these vehicles. Mr. Ken Scoggins attended a second FCUL meeting to further address the concerns raised by faculty. Dr. Mike Lipscomb was also in attendance. Dr. Cordis asked for an update on the possibility of having a dedicated bike lane and increasing traffic signage. Mr. Scoggins pointed*

everyone to the Winthrop Policy on Skateboards and Bicycles which clearly states the ways in which these vehicles can be used on campus.

Regarding the dedicated lane, Mr. Scoggins noted that both the lane and parking area have to have a certain width; therefore a lane cannot be added if it results in traffic lanes that do not meet legal requirements. Dr. Lipscomb pointed out that some bicyclists ride against traffic. Mr. Scoggins noted that police personnel usually stop them to have a conversation that includes explaining safety risks and drawing their attention to the Policy mentioned above.

Regarding the posting of signs, Mr. Scoggins noted that he and Mr. Hardin have looked at campus areas where signage should be added. He also noted that some portion of the roads are owned by the city. For example, the city plans to revamp the intersection of Camden and Cherry Rd to make it more pedestrian-friendly as well as other areas and to add a pedestrian walkway to the side of the campus. The Police Department is also looking at putting more signage on Alumni Drive. Oakland Avenue is also a major road that students use to go back and forth to the library and other buildings. However, Oakland Avenue is a state highway; one possibility would be to place a police car in the middle of the median during the busiest time of day. Mr. Scoggins added that they are working diligently on increasing signage and hopes to have some in place by the beginning of the next academic year.

Item 9. (Open) Condition of faculty offices and facilities – Faculty expressed concerns to both FCUP and FCUL regarding the condition of faculty offices and facilities, especially in older buildings. The faculty noted that they recently learned that a pipe in the ceiling of McLaurin broke again, significantly flooding offices on three floors of the building and damaging faculty offices and studios. To their knowledge, this is the fourth or fifth time that McLaurin flooded. Other faculty buildings, such as Bancroft, are unheated on weekends and have non-working bathrooms. The leaks in Withers are legendary. This is an issue for faculty morale and an impediment in recruiting. It is difficult to convince prospective faculty members to join an institution where the faculty facilities are “substandard.” Faculty expressed urgency in addressing these issues, in part because they affect our ability to recruit top-level diverse faculty when we’re in competition with other institutions and handicapped by low salaries.

Examination: *FCUP & FCUL discussed the best way to address these concerns. It was agreed to request that annual updates on the status of facilities improvements be provided at the Faculty Conference.*

Item 10. (Closed) Timing of submission of athletes’ schedules – Faculty expressed concerns about Athletics not sending the schedules for athletes until after (or too close to) the class add/drop date. It was mentioned that some athletes are scheduled to potentially miss more than 5 classes, and suggested that they may need to be informed that they should seek classes that can accommodate such absences. Once the add/drop date has passed, professors are placed in a difficult position because of the demands of managing coursework and absences for these students. In addition, faculty noted that students should be encouraged to discuss their absences with their professors directly and take responsibility for the missed coursework.

Resolution: *Dr. Adriana Cordis, FCUL chair, addressed this concern with Athletics. Dr. Trent Kull submitted a thorough report that addresses the concerns raised (please see attachment).*

Item 11. (Open) Condition of room assigned to University Personnel Committee – Faculty expressed concerns regarding the room assigned to the university personnel committee. Specifically, they noted that members of this committee must spend hours reviewing tenure and promotion portfolios in a small

room in the basement of Kinard, which appears to be some sort of former closet, is unheated, has uncomfortable chairs, and is uncomfortable overall. Faculty members are confined to this room the entire time they are reviewing promotion materials (tens of hours). The faculty member noted that this is very important and time-consuming work, and asked if this task could be assigned a more comfortable room that is heated, has comfortable furniture, and perhaps a coffee maker, in Tillman or another building on campus.

Resolution: *Dr. Kristin Wonderlich, FCUL committee member, addressed this concern with Mr. Tim Druke. He indicated that the University is moving to a digital system, Interfolio, which will relieve the strain of the committee having to go to a specific location to review materials. The move to Interfolio is scheduled to materialize within the next two years, so something should be done for at least that time. Mr. Druke agreed with many of the statements about the room. He added that the issue is finding a room that is absolutely secure and only the committee has access to. The other issue is finding a room that is not used for any other purpose than this from Dec. 1st to June 1st. Mr. Druke agreed that a space in Tillman would be ideal because it would have a close proximity to the Provost; however, there are no secure locations there.*

Item 12. (Closed) Dreamweaver installation and use – Faculty expressed concerns regarding the availability of technicians to help switch files from Microsoft Expression to Dreamweaver. The faculty member noted that they submitted a work order along with several time windows, but were unable to make a firm appointment with a technician.

Resolution: *Dr. Marguerite Doman, FCUL committee member, addressed this concern with IT. IT Services expressed their regret that the faculty web server upgrade has caused so much frustration. They have offered several training sessions, and the feedback has been very positive. They understand that some people may need extra support. Staff availability was limited for a while due to the flu, and that may have been the reason for some slow responses. To promptly address this concern, IT looked at all outstanding “Dreamweaver tickets,” which seem to have originated in the same building on campus, so there may have been some communication issues. There are currently no outstanding “Dreamweaver Tickets.” Therefore, if someone has a request that is not answered, it is not in the system. These requests should be resubmitted.*

Item 13. (Closed) Daily Digest – Faculty expressed concerns about Faculty Digest, which has replaced Faculty-Staff e-mailing. A faculty member stated that they advertised their Center through the faculty-staff email for years, and were able to notify everyone about hours, etc., in a convenient way. Because faculty are now sending frequent requests for information about hours and other related matters, the faculty member stated that they do not believe most faculty read the Digest. The faculty member would like to know the reason for the change to the Digest. Were there complaints about the earlier arrangement? The faculty member suggested that a better alternative would be to create a parallel list (similar to the one used by Athletics) for those who need to contact other faculty members with information directly relevant to their teaching.

Resolution: *Dr. Adriana Cordis, FCUL chair, inquired with IT Services. The Daily Digest was originally designed by the intra-campus communications committee. Before the Digest went live, a detailed email was sent to the Faculty/Staff list. The new process was also presented to the Faculty Conference. IT suggested that FCUL contact representatives from the intra-campus communications committee directly to obtain the best possible answers. An email dated 1/4/2018 from Dr. Jeff Perez provides details on the*

Daily Digest, reasons for the change, and the process for continuing the use of faculty-staff email (please see below).

“What about faculty-staff@winthrop.edu and WU Alert?”

After transitioning most campus messaging to the daily digest, the faculty-staff email address will remain but only be used for specific purposes approved by senior staff and administrators, such as messages of institutional priority, information to employees that is required to be communicated by federal or state law, or by Winthrop policies.

*Faculty or staff members who believe a campus-wide email is justified may work through their department head or supervisor, who will then decide if the email should be transmitted to the appropriate dean or senior administrator. The appropriate dean or senior administrator will determine whether to transmit the message over the faculty/staff email address or have the originator post it through the **Winthrop Daily Digest**.”*

Dr. Perez added that his office has received positive feedback on the Daily Digest, citing the “one-stop shopping” convenience of it, delivery at the same time every day, and increased viewership of messages. He also noted that faculty and staff are welcome to create their own email lists of faculty and/or staff.

Item 14. (Closed) Scantron machine – Several faculty expressed concerns regarding the Scantron machine. A faculty member stated that their stack of exams had to be run several times to obtain the scores and printouts. The machine expelled a few sheets because the pre-printed course information at the top of the sheet was misaligned. It also mashed a student’s sheet, did not record an answer from the key sheet, and did not score an entire section of one student’s answer sheet; this creates the need for faculty members to proofread the graded Scantrons. The faculty member suggested that a new scoring machine is needed.

Resolution: *Dr. Adriana Cordis, FCUL chair, addressed this concern with Mr. Patrice Bruneau. Mr. Bruneau indicated that our Scantron scanners are fairly old. They recently had to be serviced, and the technician had to be called back several times to fix more issues. Mr. Bruneau agreed with the description of the concerns raised by the faculty member. He contacted Scantron to find out what new models are available that are still compatible with our scoring software. Depending on the cost, there is a good chance that the university will be able to purchase new equipment before June 2018.*

Prior Academic Year Items

Several concerns received by FCUL in the prior academic year (i.e., AY 2016-17) that were deemed “open” in the prior year report were also discussed by the committee. Their status is listed below.

- **(Closed) Faculty space on campus**

Resolution: *Per the August 18, 2017 Faculty Conference Minutes, former President DiGiorgio's office in the DiGiorgio Center will become a faculty-staff development center.*

- **(Closed) AAAS request to review FCUL policy**

Resolution: *Dr. Mike Lipscomb, Chair of the Faculty Conference, submitted proposed changes to the Bylaws and Policy Repository regarding the makeup of the Faculty Committee on University*

Priorities and the Faculty Committee on University Life to the Rules Committee for review. These proposed changes reflect the actual practice of the FCUP/FCUL for the last several years and seek to align the language in the Bylaws with the actual practice. These changes were discussed and voted on at the Faculty Conference during AY 2017-2018. This concern was closed.

- **(Open) Faculty morale and increased demands on faculty time**

Examination: *These concerns are currently being addressed by FCUP. FCUP has assembled a list of ideas including financial and non-financial suggestions for faculty relief. Course releases and financial rewards for tenured faculty were identified as top priorities. An FCUP subcommittee is communicating with the leadership.*

- **(Open) Library catalog** – Faculty continued to express concerns during the current academic year regarding the library catalog system, particularly the difficulty in engaging in catalog searches and accessing print resources and online journal articles.

Examination: *Dr. Amanda Hiner and Dr. Rick Chacon, FCUL committee members, met with library representatives (Ms. Gale Teaster and Ms. Jackie McFadden) to discuss these concerns and prepared a thorough report for the committee.*

The report notes that Ms. Gale Teaster kindly agreed to create a “Quick and Easy Catalog Search Guide” for faculty and students to provide tips and suggestions for navigating the catalog system. For example, the need to click on “Other Formats” to see if the library holds a hard copy of a book is not known by many faculty members and could be included as a tip on the sheet. Ms. Gale Teaster encouraged faculty to let her know the title of any journal that is not accessible immediately so that she can see if the catalog is not processing or categorizing it correctly. Her email address is teasterg@winthrop.edu.

The report also highlights issues with the search function and points out that Winthrop may be the only university in SC that uses this catalog. The SC PASCAL Consortium is considering the purchase of a new state-wide catalog system, a decision that should be made in April 2018. Depending on Winthrop’s current catalog contract terms and expiry date, this might be a good time to consider an alternative. FCUL’s understanding is that the decision is budget-driven. Therefore, the committee unanimously agreed to notify FCUP of these concerns. The full report prepared by Dr. Hiner and Dr. Chacon has been shared with FCUP to be discussed with the university leadership.

Attachment: Response from Dr. Trent Kull, Faculty Athletics Representative



To: The Faculty Committee on University Life Re: Student-athlete class scheduling
From: Trent Kull, Faculty Athletics Representative

Introduction

The intent of this letter is to address the concerns noted by the Faculty Committee on University Life (FCUL) regarding student-athlete class scheduling, missed classes, and related matters. Dr. Adriana Cordis brought these concerns to the attention of Ms. Claire Mooney-Melvin in an email dated February 20, 2018 (attached). Dr. Cordis is the Chair of the FCUL and Ms. Mooney-Melvin is the Director of Academic and Student Services for the Division of Athletics. The Associate Athletic Director for Student Success, Ms. Sherika Montgomery, met with her staff (which includes Ms. Mooney-Melvin) to address the issues presented, and then with me to discuss appropriate actions and responses to the concerns.

As Winthrop University's Faculty Athletic Representative (FAR), I work directly for President Dan Mahony; my responsibilities include:

- Maintenance of the well-being of the student athlete
- Institutional oversight of the athletics program
- Academic integrity of the athletics program

Concerning the last point, I serve as a conduit of information to and from the faculty and the athletics program, and provide advice to the president that reflects the traditional values of the faculty, and is rooted in the academic ethic of the institution.

The responsibilities listed above are large in scope - fortunately, Winthrop has a cadre of professionals to help with each. The Faculty Advisory Committee on Intercollegiate Athletics (FACIA), for example, is comprised of faculty from each academic college, student athletes, and athletic administrators - these members discuss matters related to student-athlete success and provide faculty based-advice to President Mahony and Director of Athletics Ken Halpin. Moreover, the staff of the Student Success Office advises student-athletes on a variety of academic matters such as class scheduling, progress towards degree, strategies for success, communicating with professors, and much more.

All above-mentioned parties appreciate feedback and suggestions from the FCUL. I use the

remainder of this letter to address the committee's current concerns.

142 Bancroft Hall • Rock Hill, South Carolina 29733 • 803/323-2175

Concerns, suggestions, and responses

Concern 1: The Division of Athletics does not send the competition and travel schedules of individual student-athletes to academic instructors until after (or too close to) the add/drop date.

Response: It is by design that Ms. Mooney-Melvin does not send these schedules until after the add/drop date. Even with the early registration afforded to Winthrop's 300 plus student-athletes, changes to schedules occur frequently and right up to the deadline for add/drop. As such, Ms. Mooney-Melvin collects and compiles finalized course schedules as soon as possible after the add/drop date and sends appropriate travel information to instructors. This semester (Spring 2018), for example, I received notification letters concerning the Women's Golf and Lacrosse Teams travel schedules on January 19 and January 26, respectively. The add/drop date for my classes were January 10. Sending the letters even closer to the completion of the add/drop date remains a goal of the Student Success staff; however, sending them prior to the add/drop date would be inefficient and may lead to confusion when additional letters are sent after inevitable schedule changes.

Concern 2: Some athletes are scheduled to potentially miss more than 5 classes.

Response: The Student Success staff advises athletes to register for classes that minimize absences due to athletic travel. Early registration and dual advising (from faculty and athletic staff) help in these efforts, but do not eliminate all conflicts, especially with classes that have limited offerings. Winthrop Athletics has long been aware of the need to de-conflict class times and competitions, and works diligently with faculty and administration to avoid conflicts when possible. The 2017-18 Undergraduate Catalog, under Academic Regulations/Class Attendance Policies, states:

The student is responsible for all requirements of the course regardless of absences. Instructors are obligated to provide makeup opportunities only for students who are absent with adequate cause such as incapacitating illness, death of an immediate family member, or authorized representation < {the university.

Winthrop regards scheduled athletic competitions as authorized representation of the university. Moreover, Winthrop Athletics provide every student-athlete a personal copy of the Student-Athlete Handbook, which specifically addresses class attendance and team travel. This handbook states:

Regular and punctual class attendance is expected fall student athletes. ... Each professor is provided a list < /'student-athletes and scheduled /ravel dates at the beginning of each semester. Student-athletes are responsible for reminding their

*professors in advance of such absences. While professors are obligated to provide makeup opportunities for student-athletes who miss class for legitimate team travel responsibilities, **it is the responsibility of the student-athlete to arrange to make-up missed work, quizzes or test prior to missing class.** Student-athletes are responsible for all course requirements regardless < {absence.*

Note that practices and workouts do not excuse student-athletes from academic events. The handbook states:

When practices are scheduled at a time that conflicts with regularly scheduled classes and/or labs, student-athletes must attend the class and/or lab in its entirety. Student-athletes must also attend .special study groups, meetings with academic advisors, meetings with, faculty members, or any other academically related meetings.

Concern (suggestion) 3: Student-athletes may need to be informed that they should seek such classes that can accommodate such absences.

Reponse: The Student Success staff indeed advises student-athletes to take this very action, whenever possible. This staff meets with student-athletes regularly to discuss NCAA requirements regarding required grade point averages and progress towards degree. When problems in these areas arise, athletic advisors and student-athletes have serious discussions about their collegiate priorities. As a result, Athletics prohibits some student-athletes from participating in their sport, or limits their travels to encourage academic improvement. Some student-athletes elect to leave the sport to focus on academics; some elect to change to a major that allows them greater flexibility to participate in their sport. In every instance, the student-athletes receive professional advice from the Student Success staff, who also communicate with faculty advisors on such matters.

Concern (suggestion) 4: Student-athletes should be encouraged to discuss their absences with their professors directly and take responsibility for missed coursework .

Response: See the response for Concern 2. Student-athletes are responsible for such communication per policy outlined in the Student-Athlete Handbook. I encourage professors to remind student-athletes of this responsibility, work with student-athletes towards the achievement of such, and hold student-athletes accountable when they fall short of this responsibility.

Concern 5: Is there a better way to schedule courses for student-athletes to reduce the number of classes missed?

Response: There may very well be a way to make such improvements that have not already been tried, thought of, or implemented. The FACIA FAR and Student Success staff will discuss such possibilities, and welcome the input of other faculty members in this regard.

Concern 6: Could athletes be asked to discuss their absences with their professor before the

add/drop date, particularly if the student is scheduled to miss a large number of classes?

Response: This is possible for those already registered for the course who do not plan to drop. However, I am not sure if this is practical. The drop/add date happens very quickly after a course begins, and is often at a time when both instructors and students are overwhelmed with the initial responsibilities of the new semester. As with Concern 5, the FACIA, FAR and



Student Success staff will discuss such possibilities, and welcome the input of other faculty members in this regard.

Sincerely,

Trent Kull, Ph.D.
NCAA Faculty Athletics
Representative
Chair of the
Faculty
Advisory
Committee on
Intercollegiate
Athletics
Associate
Professor of
Mathematics

Additional comments

Prior to my assignment as the FAR for Winthrop, I was relatively unaware of the significant efforts that the Division of Athletics takes towards the academic success of student-athletes. In particular, The Student Success staff (led by Ms. Montgomery), is very active in assisting each student-athlete with their class schedules and academic responsibilities, and closely follows their progress. I intend to invite Ms. Montgomery to a Faculty Conference to speak about their efforts, answer faculty questions, and collect input for further improvement. Additionally, I intend to invite Ms. Clair Mooney-Melvin to join me in occasional visits to College Assemblies for similar purposes. Finally, I plan to discuss with the FACIA the possibility of having an informative session on Winthrop Athletics at some point during the year-long New Faculty Training program.

ATCH: E-mail correspondence

March 12, 2018

Appendix V: Proposed Amendments to the Bylaws Dustin Hoffman (for Andrew Besmer)

Electronic Voting

Section 5 Elections. Regular elections by the Faculty Conference of members of all standing committees created by the Faculty Conference shall take place electronically following a spring semester meeting of the Faculty Conference. Special elections to fill vacancies shall take place as soon as practicable after such vacancies occur. When a member of a committee created by the Faculty Conference begins a leave of absence (i.e., medical, unpaid, or sabbatical),

a committee vacancy is thereby created (unless the member requests to serve while on sabbatical or unpaid leave). When a vacancy occurs prior to the end of a full term, it shall be filled by election for the remainder of the unexpired term.

Section 6 Electoral Procedures. The electoral procedures are as follows:

1. Nomination: The Faculty Personnel Committee shall nominate at least two persons for each vacancy and circulate these names to the faculty prior to the opening of electronic voting. Additional nominations may be made from the floor during the meeting immediately prior to the opening of electronic voting, provided that the consent of the nominee has already been obtained.

2. Voting: Voting members of Faculty Conference will be sent an invitation to complete an anonymous electronic ballot following the meeting where nominations for open positions are closed. Faculty Conference shall use the Borda method to tally all votes.

a. The faculty monitors will consist of The Faculty Conference Parliamentarian and the Chair of Faculty Conference as a witness. In the case in which the Chair of Faculty Conference or Parliamentarian is a candidate in an election, the Secretary of Faculty Conference will replace him/her as a witness for that election.

b. In all elections, voters shall rank the candidates in order of preference, with the favorite candidate receiving rank 1, the second favorite receiving rank 2, and so on.

c. When more than one person is to be elected to a council or committee and the terms are staggered, the longer terms shall be given to the persons with the more favorable totals.

d. If there is a tie, the faculty monitors shall break the tie by a method of equal chance, e.g. coin flip.

3. Timeline: Voting faculty members will have seventy- two hours to complete the electronic ballot before it closes.

4. Custody of Electronic Voting and Calculating Votes: The faculty monitors shall develop and distribute the electronic ballot. Vote totals will be calculated by the faculty monitors as described in Section 6.2 above.

E. Notification: As soon as votes are tabulated, both winning and losing candidates shall be notified of the outcome by the Parliamentarian of the Faculty Conference. Complete election results shall then be distributed promptly to the faculty by the Parliamentarian of the Faculty Conference

Appendix VI: Draft of Ombuds Policy Proposal Ombuds Office Terms of Reference and Charter

Introduction:

The Ombuds Office was established in 2018 with the support of Winthrop University faculty, staff, and the Offices of the President and Provost. The Ombuds Office serves as an independent, confidential, neutral, and informal resource for any faculty, staff, or administration member of Winthrop University to seek assistance in identifying available options, facilitating productive communication, and bringing forth concerns about university policy or procedures. The Ombuds Office is designed to be free from direct university oversight or control. Thus, while the Ombuds derives its authority from and reports to the Office of the President, the services of the Ombuds Office are neither directed nor controlled by the President.

As an independent, confidential, neutral, and informal resource, the Ombuds has no institutional authority to change any rules, overturn any decisions, or even force issues to be addressed by others. The Ombuds is neutral in his/her activities and does not act as an advocate for any participant in a dispute or visitor to the office. The Ombuds impartially considers the interests and concerns of all persons involved in a situation with the aim of facilitating communication and assisting others in reaching mutually acceptable agreements that are fair, equitable, and consistent with the mission and policies of Winthrop University.

Services of the Ombuds Office include but are not limited to:

- Listening impartially to concerns and providing a confidential place to collaboratively explore solutions
- Developing options for informal approaches to resolving problems or concerns
- Pointing employees toward available services and resources and obtaining applicable information, including university policies
- Exploring early problem-solving approaches as a way to avoid escalation of conflicts and empowering individuals to find their own solutions to problems
- Coaching and training individuals and departments on communication and interpersonal relationship skills in the workplace
- Facilitating communication between parties during conflict
- Serving as a facilitator for group problem-solving and consensus development

- Assisting groups in the design and implementation of collaborative decision-making processes
- Mediating and advising mediation as an informal conflict resolution process
- Alerting individuals or groups to available formal channels for conflict resolution
- Identifying observed trends or problems
- Providing feedback relating to changes in policies or procedures
- Educating and informing the campus community about conflict resolution through presentations and office literature
- Modeling fairness, equity, inclusion, and civility in carrying out duties

Services the Ombuds cannot offer include, but are not limited to:

- Make changes to policies
- Offer arbitration
- Provide exceptions to policies or procedures
- Serve as notice to Winthrop University
- Formally investigate any issue
- Compel anyone to take part in the services of the Ombuds
- Participate in any formal internal or external process (e.g. lawsuits, grievances) unless required by law
- Take sides in any matter
- Provide legal advice on any matter
- Provide mental health counseling

Because of the confidential and informal nature of the office, records that are confidential in nature are destroyed as soon as possible and permitted by law. Thus, the Ombuds Office is not a place to go “on the record”; however, the Ombuds can assist in directing visitors to the appropriate mechanisms for going “on the record.” The Ombuds holds all communications with those seeking assistance in strict confidence to the extent permitted by law. The Ombuds Office does not participate in any formal process, whether internal or external to the university, unless required by law.

The Ombuds Office is expected to adhere to the standards outlined by the 2009 International Ombuds Association (IOA) Standards of Practice and Code of Ethics. In addition, the Ombuds Office is expected to adhere to the best practices outlined in the 2009 Supplement to the IOA’s Standards of Practice.

Limitations of Use:

The Ombuds Office does not receive or record complaints on behalf of Winthrop University, and the Ombuds is not designated by the University as an individual authorized to receive reports of any violations of university policy or the law. THEREFORE, COMMUNICATIONS TO THE OMBUDS OFFICE REGARDING POSSIBLE VIOLATIONS OF UNIVERSITY POLICIES OR

UNLAWFUL PRACTICES DO NOT CONSTITUTE NOTICE TO WINTHROP UNIVERSITY. Any such information shared with the Ombuds Office is not shared with the University. This allows the Ombuds to preserve the confidential and impartial nature of the office. If an individual discloses information that might evidence a violation of University policy or unlawful activity, the Ombuds will provide information necessary to permit the individual to make an official report to the University and, if requested, will assist the individual in making such a report.

Purpose and Scope of Services:

The Ombuds provides informal dispute resolution services to Winthrop faculty, staff, and administration. The Ombuds Office is a place where these constituents can seek guidance regarding workplace problems or concerns at no cost and without fear of retaliation. Consultation with the Ombuds is entirely voluntary and may not be compelled by the University or an employee. The Ombuds Office receives questions and concerns about individual situations or broader systemic issues and keeps them confidential. The Ombuds will listen, make informal inquiries, offer resolution options, make referrals, and informally mediate disputes independently and impartially. The Ombuds will assist individuals in reaching resolutions that are consistent with stated ideals, objectives, and policies of Winthrop University.

The Ombuds Office supplements, but does not replace, other more formal processes available to university employees. The Ombuds serves as an information and communication resource. The Ombuds can also serve as a catalyst for institutional change for the University through reporting of trends and identifying opportunities to enhance policies and procedures. The Ombuds has no authority to impose remedies or sanctions, nor does the Ombuds have the authority to enforce, make exceptions to, or change any Winthrop University policy, rule, or procedure.

Appointment of the Ombuds:

The President of Winthrop University, or the President's designee, is responsible for the appointment of an Ombuds to a three-year term. The Ombuds Advisory Committee should assist the President in this task. The committee will be responsible for assisting in the development of the Ombuds job description, reviewing applications to the position, and recommending to the President at most three candidates who meet the minimum established qualifications. In reviewing applications, the committee should look for the characteristics an Ombuds should exhibit: listening, oral/written communication skills, sensitivity to issues, an understanding of appropriate use of power, clear understanding of university policy and procedures, willingness to abide by IOA standards, and so on. The final selection will be made by the President or the President's designee.

The President will work with the Ombuds to ensure reasonable release or reassigned time to permit the Ombuds to be effective in carrying out duties. While the Ombuds position is expected to take up no less than 50% of a faculty/staff member's time, ongoing assessment of the utilization of the Ombuds Office by the President may identify the need to increase that position to full time or even add additional Ombuds or additional support staff. The annual report produced by the Ombuds Office can be used as one metric by which the President can assess the Ombuds Office needs.

Ombuds Advisory Committee:

The Ombuds Advisory Committee meets at least once per semester. The committee consists of six voting members: the Chair of Faculty Conference and Chair of Staff Conference who are ex-officio, two voting members of administration appointed by the President, one member elected from the Faculty Conference at large, and one member elected from the Staff Assembly at large. The terms for appointed or elected members to this committee are for two years and will be staggered so that, in odd years, terms of one of the administration members as well as the staff member elected at large will expire and, in even years, terms of the other administration member and faculty member elected at large will expire.

In addition to assisting the President in Ombuds searches, this committee will serve as one resource for the Ombuds to consult regarding university, faculty, and staff policies, practices, and concerns. Similarly, the committee can also advise the Ombuds on trends they are seeing on behalf of faculty, staff, and administration. The Ombuds, at their discretion, can use this information to inform their current work or organize workshops to address relevant issues proactively.

Should concerns about the performance of the Ombuds arise the Ombuds Advisory Committee can review the concerns and notify the President of them. Should it be necessary to remove the Ombuds prior to the end of the Ombuds' term, the President will seek the advice of the Ombuds Advisory Committee and consider the committee's opinion as a factor in any decision they make regarding removal.

Training:

The Ombuds will maintain a Certified Organizational Ombuds Practitioner Certification. As the IOA requires experience practicing IOA standards before this certification can be granted, the President, at his/her discretion, may allow the Ombuds to operate as they pursue this certification in a timely manner. The Ombuds should attend the annual IOA conference to support the continuing education of the Ombuds. The Ombuds should not take on or hold any additional administrative duties not related to their role as an Ombuds.

Additionally, due to the confidential and sensitive nature of issues that visitors bring to the office, any support staff or students used in the office will receive adequate training from the Ombuds to ensure interactions are handled in conformity with the 2009 IOA's Standards of Practice.

Annual Report:

The Ombuds will produce a yearly written report with general information and statistics about usage of the Ombuds, without jeopardizing the confidentiality of any individual or the Ombuds Office. The report will only include data that come from a population of a sufficient size and that will, in the judgment of the Ombuds, prevent re-identification of individuals from the report. An example report would contain: number of faculty/staff using the office, number of complaints assisted with, complaint trends, concerns, results of work over the last year, and any recommendations the Ombuds has. This report will be delivered annually to the Office of the President, Staff Assembly, and Faculty Conference.

2009 IOA Standards of Practice:

The Ombuds Office is guided by the 2009 IOA Standards of Practice (http://www.ombudsassociation.org/IOA_Main/media/SiteFiles/IOA_Standards_of_Practice_Oct09.pdf) that include: independence, neutrality, impartiality, and confidentiality.

INDEPENDENCE

The Ombuds Office and the Ombuds are independent from other organizational entities. The Ombuds holds no other position within the organization which might compromise independence. The Ombuds exercises sole discretion over whether or how to act regarding an individual's concern, a trend, or concerns of multiple individuals over time. The Ombuds may also initiate action on a concern identified through the Ombuds' direct observation. The Ombuds has access to all information and all individuals in the organization, as permitted by law. The Ombuds has authority to select Ombuds Office staff and manage Ombuds Office budget and operations.

NEUTRALITY AND IMPARTIALITY

The Ombuds is neutral, impartial, and unaligned. The Ombuds strives for impartiality, fairness, and objectivity in the treatment of people and the consideration of issues. The Ombuds advocates for fair and equitably administered processes and does not advocate on behalf of any individual within the organization. The Ombuds is a designated neutral reporting to the highest possible level of the organization and operating independent of ordinary line and staff structures. The Ombuds should not report to nor be structurally affiliated with any compliance function of the organization. The Ombuds serves in no additional role within the organization that would compromise the Ombuds' neutrality. The Ombuds should not be aligned with any

formal or informal associations within the organization in a way that might create actual or perceived conflicts of interest for the Ombuds. The Ombuds should have no personal interest or stake in, and incur no gain or loss from, the outcome of an issue. The Ombuds has a responsibility to consider the legitimate concerns and interests of all individuals affected by the matter under consideration. The Ombuds helps develop a range of responsible options to resolve problems and facilitate discussion to identify the best options.

CONFIDENTIALITY

The Ombuds holds all communications with those seeking assistance in strict confidence and takes all reasonable steps to safeguard confidentiality, including the following: The Ombuds does not reveal, and must not be required to reveal, the identity of any individual contacting the Ombuds Office; nor does the Ombuds reveal information provided in confidence that could lead to the identification of any individual contacting the Ombuds Office, without that individual's express permission, given in the course of informal discussions with the Ombuds; the Ombuds takes specific action related to an individual's issue only with the individual's express permission and only to the extent permitted, and even then at the sole discretion of the Ombuds, unless such action can be taken in a way that safeguards the identity of the individual contacting the Ombuds Office. The only exception to this privilege of confidentiality is where there appears to be imminent risk of serious harm and where there is no other reasonable option. Whether this risk exists is a determination to be made by the Ombuds. Communications between the Ombuds and others (made while the Ombuds is serving in that capacity) are considered privileged. The privilege belongs to the Ombuds and the Ombuds Office, rather than to any party to an issue. Others cannot waive this privilege. The Ombuds does not testify in any formal process inside the organization and resists testifying in any formal process outside of the organization regarding a visitor's contact with the Ombuds or confidential information communicated to the Ombuds, even if given permission or requested to do so. The Ombuds may, however, provide general, non-confidential information about the Ombuds Office or the Ombuds profession. If the Ombuds pursues an issue systemically (e.g., provides feedback on trends, issues, policies and practices) the Ombuds does so in a way that safeguards the identity of individuals. The Ombuds keeps no records containing identifying information on behalf of the organization. The Ombuds maintains information (e.g., notes, phone messages, appointment calendars) in a secure location and manner, protected from inspection by others (including management), and has a consistent and standard practice for the destruction of such information. The Ombuds prepares any data and/or reports in a manner that protects confidentiality. Communications made to the Ombuds are not notice to the organization. The Ombuds neither acts as agent for, nor accepts notice on behalf of, the organization and shall not serve in a position or role that is designated by the organization as a place to receive notice on behalf of the organization. However, the Ombuds may refer individuals to the appropriate place where formal notice can be made.

INFORMALITY AND OTHER STANDARDS

The Ombuds functions on an informal basis by such means as: listening, providing and receiving information, identifying and reframing issues, developing a range of responsible options, and – with permission and at Ombuds discretion – engaging in informal third-party intervention. When possible, the Ombuds helps people develop new ways to solve problems themselves. The Ombuds as an informal and off-the-record resource pursues resolution of concerns and looks into procedural irregularities and/or broader systemic problems when appropriate. The Ombuds does not make binding decisions, mandate policies, or formally adjudicate issues for the organization. The Ombuds supplements, but does not replace, any formal channels. Use of the Ombuds Office is voluntary and is not a required step in any grievance process or organizational policy. The Ombuds does not participate in any formal investigative or adjudicative procedures. Formal investigations should be conducted by others. When a formal investigation is requested, the Ombuds refers individuals to the appropriate offices or individual. The Ombuds identifies trends, issues, and concerns about policies and procedures, including potential future issues and concerns, without breaching confidentiality or anonymity, and provides recommendations for responsibly addressing them. The Ombuds acts in accordance with the IOA Code of Ethics and Standards of Practice, keeps professionally current by pursuing continuing education, and provides opportunities for staff to pursue professional training. The Ombuds endeavors to be worthy of the trust placed in the Ombuds Office.

Appendix VII: Report on Enrollment Management

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Challenges and Opportunities in Enrollment

August 17, 2018

Challenges of Enrollment Growth Overall

- Decline in High School Graduates in Many States (peak was in 2011)
- At-risk Populations Growing as Percentage of High School Graduates
- Family Finances Under Stress
- Merit Aid Competition Escalating
 - Large Increase in the Percentage who say Financial Aid is Very Important; Outcomes and Reputation unchanged
 - Institutional Grant Aid as a percentage of tuition has grown consistently in recent years

National Student Clearinghouse Research Center Data

- Overall Enrollment
 - Fall 2017 – Down 1%
 - Fall 2016 – Down 1.4%
 - Fall 2015 – Down 1.7%
 - Overall – 796,961 fewer students (over 4% down)
- Largest declines at 4-year for profits (30%), followed by 2-year publics (7%)
- South Carolina – Down 2.2% since Fall 2014

National Center for Education Statistics (April 2016)

- **High School Graduate Numbers**
 - 1998-99 to 2011-12 – Up 25%
 - 2011-12 to 2023-24 – Down 2%
 - Larger decline projected in private school attendance (26%)
- **Regional Differences**
 - Largest declines projected for Northeast (10%) and Midwest (7%)
 - General growth in South and West, but not AL, MS, CA
- **Changes in Students Graduating (Projected)**
 - White – Down 13% (about 300,000 students)
 - Black – Down 14% (about 60,000 students)
 - Hispanic – Up 49% (about 300,000 students)
 - Asian/Pacific Islander - Up 3% (about 5,000 students)
 - Two Races – Up 48% (about 30,000 students)
- **College Enrollment Trends**
 - 1998-99 to 2011-12 – Up 42%
 - 2011-12 to 2023-24 – Up 15% (overly optimistic based on actual numbers)
 - Women increased more (44% vs. 40%) and projected to continue to increase more (20% vs 10%); Male enrollment is actually dropping faster

Enrollment Trends in South Carolina

- The period of 2007-2011 – 12% increase in % of revenue
 - Clemson/USC – Columbia – Up 12.88% (5,788 students)
 - USC – Regionals – Up 10.17% (983 students)
 - Comprehensive Institutions – Up 3.85% (1,543 students)
 - Winthrop – Down 7.35% (469 students)
- The period of 2011-2017
 - Clemson/USC – Columbia – Up 16.75% (8,483 students)
 - USC – Regionals – Up 8.73% (929 students)
 - Comprehensive Institutions – Down 3.83% (1,592 students)
 - Winthrop – Up 2.71% (160 students)
- 2016-17
 - Clemson/USC – Columbia – Up 2.80% (1,613 students)
 - USC – Regionals – Up 1.75% (199 students)
 - Comprehensive Institutions – Down 2.46% (1,009 students)
 - Winthrop – Down 0.59% (36 students)
- Technical Colleges
 - 2007-2011 – Up 23.22% (19,361 students)
 - 2011-2017 – Down 16.23% (16,674 students)

Other States

- Ohio
 - 2007-2011
 - Big Four – Up 15.19% (19,241 students)
 - Others – Up 10.04% (13,082 students)
 - 2011-2017
 - Big Four – Up 5.84% (8,518 students)
 - Others – Down 10.50% (15,065 students)
 - Two-Year Colleges – Down 16%
- Kentucky
 - 2007-2011
 - UK/UofL – Up 4.15% (2,006 students)
 - Others – Up 8.18% (5,874 students)
 - 2011-2017
 - UK/UofL – Up 5.14% (2,589 students)
 - Others – Down 4.90% (3,809 students)

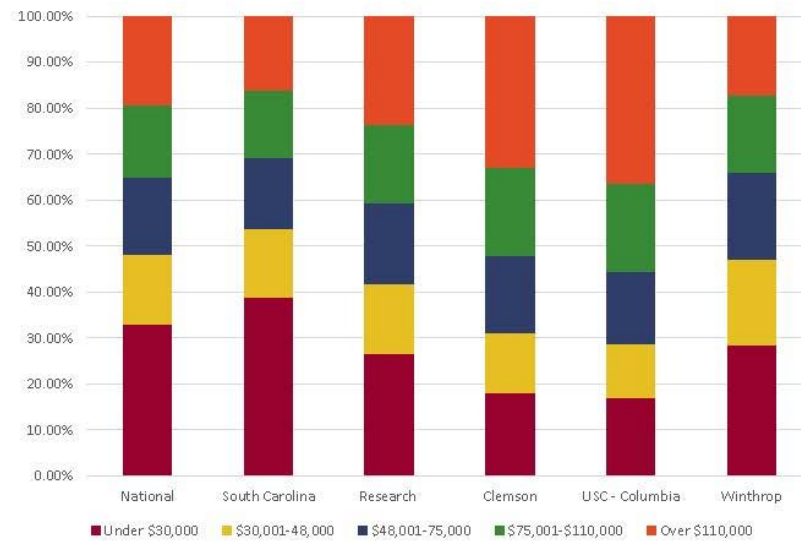
Other States

- **Illinois**
 - **2007-2011**
 - Illinois – Urbana/Champaign – Up 4.29% (2,081 students)
 - Other UofI Campuses – Up 3.77% (1,626 students)
 - Others – Down 2.72% (3,530 students)
 - **2011-2017**
 - Illinois – Urbana/Champaign – Up 11.02% (4,892 students)
 - Other UofI Campuses – Up 8.58% (1,251 students)
 - Others – Down 18.21% (22,954 students)
- **Virginia**
 - **2007-2011**
 - Large Institutions – Up 5.32% (8,328 students)
 - Small Institutions – Up 7.75% (3,394 students)
 - **2011-2017**
 - Large Institutions – Up 4.50% (7,418 students)
 - Large Institutions – Down 5.78% (2,726 students)

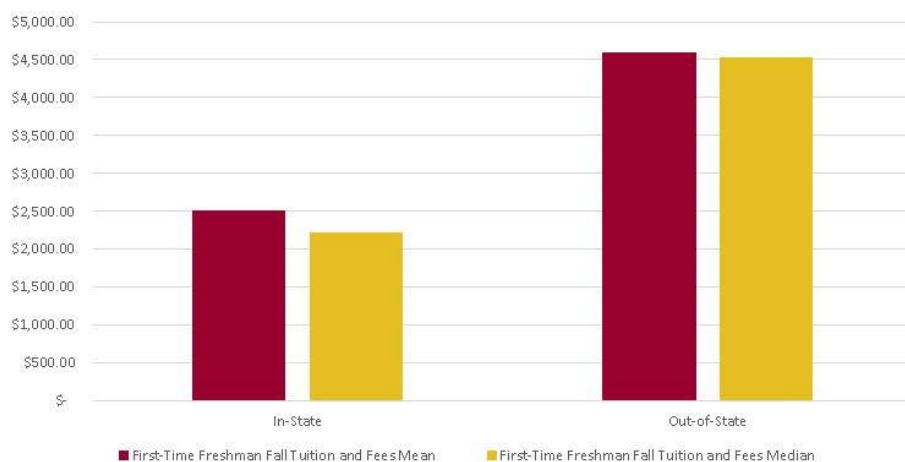
Other States

- North Carolina
 - 2007-2011
 - Large Institutions – Up 6.85% (11,956 students)
 - Small Institutions – Down 0.35% (122 students)
 - 2011-2017
 - Large Institutions – Up 7.41% (13,822 students)
 - Small Institutions – Down 7.09% (2,439 students)
- Georgia
 - 2007-2011
 - Large Institutions – Up 11.39% (12,768 students)
 - Small Institutions – Up 14.74% (6,704 students)
 - 2011-2017
 - Large increases at Georgia Tech and UGA
 - Small Institutions – Down 2.42% (1,264 students)

Enrollment By Income Group



Net Tuition and Fees – Winthrop First-Time Freshman Fall 2017



Suggested Strategies

- International Undergraduates – though this is changing
- Community College Transfers
 - Good success rate, better if have associates degree
 - Pay a higher net price
 - Ease of Transfer is critical
- Adult Degree Completers
- Professional Master's and Certificate Programs
- Increased Retention

Questions?

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