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2011

### Vision of Distinction 2010-2011

**President Emeritus** 

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WINTHROP UNIVERSITY 2010-2011 VISION OF DISTINCTION



## Message from the President

#### Dear Friends,

If there is one goal that unites generations of students, it is the desire to realize "success." As a society, most of us view the word "success" in terms of other words — such as "accomplishment," "achievement" and "attainment." Beyond that, individuals pursue success as each person defines it personally: Accomplish what? Achieve what? Attain what? Now entering its 125th year, Winthrop University has been guiding its students in defining and achieving their respective visions of success across parts of three centuries.

The Winthrop students of the 21st century, like those of preceding decades, are facing changes, challenges, and choices that could not have been imagined when they were born. To help prepare our students to succeed amidst such circumstances, Winthrop University over time has built itself into an institution that is both values-driven and market-wise. Part of Winthrop's dynamic planning process entails asking ourselves institutionally the same kind of questions: What constitutes academic and personal "success" for students in a global society characterized by a dizzying rate of change? What capacities and experiences will students need to enable them to adapt to change, and succeed as citizen-professionals throughout their lives?

In these pages, you will find information about the timeless nature and character of Winthrop University, as well as the initiatives that the Winthrop community will undertake in the 2010-2011 academic year ahead to meet the needs and expectations of our students, now and in the future. For it is through effectively guiding our students in pursuing their goals of "success" that we achieve our own.

All of us at Winthrop welcome your continuing interest and involvement in the initiatives articulated within these pages. Please join us as we continue to fulfill Winthrop University's *Vision of Distinction*.

Sincerely,

Tony De Gingin

Anthony J. DiGiorgio President

# The Vision for Winthrop

Winthrop University will be— and will be recognized as— one of the best universities of its kind.

### THE NATURE AND CHARACTER OF WINTHROP UNIVERSITY

Winthrop is South Carolina's distinctive public comprehensive university.... Committed to serving the educational needs of the citizens of the state and the region, we bring the world to Winthrop and Winthrop to the world.

#### As a community of learners:

- We center the Winthrop experience on student development inspired by our commitment to the liberal arts traditions, to national-caliber professional education, and to developing leadership and civic responsibility;
- We nurture collective and individual growth, enlightenment, and transformation;
- We value the search for truth through reasoned and disciplined inquiry, innovation, and free expression;
- We embrace multiculturalism and the broadest possible diversity of people and perspectives;
- We share a strong sense of place—a beautiful, historic campus with a collegial and caring atmosphere; and
- We fulfill and enhance the nature and character of the university through policies and resources that reflect and advance these ideals and aspirations.

-Excerpted from the Report of the President's Task Force on the Nature and Character of the University

## WINTHROP UNIVERSITY AND CORE COMMITMENTS

In partnership with the Association of American Colleges and Universities (AAC&U) and the John Templeton Foundation, Winthrop University has joined with a select cadre of other leading institutions across the country to affirm and emphasize that dimensions of personal and social responsibility are a fundamental aspect of meaningful higher education for the 21st century.

At Winthrop, this important initiative manifests itself through institutional expectation that all members of the campus community will dedicate attention to development of the following dimensions of personal and social responsibility, as articulated by the AAC&U:

Striving for excellence
 Cultivating personal and academic integrity
 Contributing to a larger community
 Taking seriously the perspectives of others
 Developing competence in ethical and moral reasoning.

By infusing these commitments across institutional life, Winthrop will offer students the means to deepen and strengthen their capacities to live, learn and lead for a lifetime.

### THE WINTHROP COMMUNITY



### STRATEGIC VALUE

Winthrop University will be a community of learners, dedicated to intellectual, cultural, personal and social growth. All students will be involved in the academic and co-curricular life of the campus. Faculty and staff will encourage the full involvement of students in their own education, in and out of the classroom. The climate of Winthrop will be one in which understanding of differences is a way of life and the integrity of each person is a given. Individuals will be valued for the creations, achievements and contributions with which each enriches the campus. Winthrop will cherish the gifts of all its people of both genders and all races, religions and ethnic origins. Winthrop will provide an environment that establishes a sense of common purpose and school spirit, promotes an inclusive cultural environment, and fosters the overall maturation, intellectual and ethical development of each student.

- To ensure Winthrop University is prepared to meet the future in a manner consistent with both the national caliber and values of the institution, as well as the needs of current and prospective students for a collegiate experience global in scope, Winthrop will implement the "Readiness Winthrop" initiative by:
  - Conducting a wide-ranging look at university operations to identify means of continuous improvement in quality, effectiveness, and efficiency

appropriate to the expectations of the times, as well as the level of resources projected to be available on July 1, 2011, by:

(1) Reflecting on what are essential capacities for every student to develop as a means of fostering success in his or her later life.

(2) Reviewing academic programs to identify and address any gaps in current offerings as they relate to interests, expectations and objectives of prospective students and their potential employers, and provide the opportunity for new program development to occur on an expedited basis.

(3) Refining vacancy management strategies while reviewing current position descriptions against future needed capacities and updating as necessary to meet 21st century needs.

(4) Re-shaping and re-organizing as necessary to facilitate effective fulfillment of the institutional mission.
(5) Reviewing and continuing to enhance academic offerings to broaden academic progress opportunities for student beyond the traditional academic year, while improving space utilization and supplementing net tuition revenues over the 12-month calendar. (6) Reducing spending levels to align with projected resources.

• Continuing to manage available resources and invest in Winthrop's future as needed, with emphasis on three priority areas:

(1) Ensuring the continuing national-caliber quality of the academic experience at Winthrop.



### THE WINTHROP COMMUNITY STRATEGIC INITIATIVES

- (2) Continuing to provide a safe and secure campus.
- (3) Continuing recruitment of the high-achieving, socially responsible and inclusive student body for which Winthrop is known.
- 2. To build on its record of nationally recognized quality and value while ensuring the continued availability of the distinctive Winthrop Experience for students of the future, Winthrop in 2010-2011 will:
  - Continue to institutionalize processes to ensure ongoing compliance with accreditation standards of the Southern Association of Colleges and Schools (SACS) and refine the goals, objectives, and assessments associated with the institutional Quality Enhancement Plan (QEP).
  - Submit by September 10, 2010, the SACS Compliance Certification, which provides evidence that Winthrop complies with the Core Requirements, Comprehensive Standards, and Federal Requirements contained in the SACS Principles of Accreditation
  - Receive in December 2010, from the Off-Site Reaffirmation Committee, feedback regarding compliance.
  - Host on April 4-6, 2011, the On-Site Reaffirmation Committee, which will conduct a focused evaluation on campus to finalize issues of compliance, as well as evaluate the acceptability of the QEP Winthrop has selected regarding Facilitating the Cognitive Shift to Global Learning.
- 3. To increase the number of students matriculating to degree completion and provide a high-quality Winthrop experience while optimizing net tuition revenue, Winthrop will continue to balance in-state and out-of-state recruitment and enrollment of all populations, including new freshmen, transfer students, international and non-traditional students, as well as graduate and summer session students, by:

- Continuing to assess and refine the financial aid and scholarship program to align resources to the maximum benefit of students.
- Facilitating enrollment of transfer students by creating a cross-divisional work group to focus on Winthrop's transfer services in recruitment, enrollment, academic programs, advising, housing, and orientation so that the transfer student experience is timely, effective, high quality and



Graduate and undergraduate business students, accompanied by Professor Gary Stone and Assistant Professor Larry J. Stevens, travelled to Europe to learn about international businesses such as Canon Europa.

in line with what transfer students expect when applying to a comprehensive university.

• Supporting student engagement and persistence to graduation by combining the efforts of University College's new Academic Success Center and the Student Success, Retention and Graduation Task Force.

- Creating appropriate systems to acquire, interpret and make available data from across the university pertaining to student performance and engagement so that information can become actionable and assessable in supporting student success.
- 4. To enhance students' preparation for their emerging and future roles in the world of work and civic life, while also increasing potential employers' awareness of Winthrop students' distinctive capacities and readiness for the world of work, Winthrop's Center for Career and Civic Engagement will expand outreach to key employers in the region, increase opportunities for internships and other experiential opportunities for students to demonstrate their capacities in real-world circumstances, and develop guidance

and exemplary approaches to documentation of expectations and responsibilities for such experiential opportunities to deepen the quality of outcomes for all participants.

- 5. To broaden and deepen defined opportunities for a fully engaged campus community and to take advantage of best practices in social media experiences involving members of the campus community and those beyond, Winthrop will:
  - Develop institutional guidelines for a unified social media presence;
  - Continue implementing existing opportunities such as the XXITE Initiative to incorporate social media in instruction and support innovative programs to extend the use of these

facebook



technologies across Winthrop's instructional spectrum;

- Amplify and support ongoing efforts to use and evaluate social and emerging media as an integral part of Winthrop's marketing and recruitment strategies;
- Incorporate social media into the Global Learning Quality Enhancement Plan, career development and service learning opportunities, and the ACAD 101 ('Principles of the Learning Academy') experience to lay a foundation for campus engagement for current and future entering students.
- Provide training for faculty, staff, and students in the use of social media as a tool of engaged and ethical community interaction.
- 6. To build upon its statewide recognitions in energy management and
  - recycling, Winthrop will explore next steps necessary to become a sustainable university by aligning itself with best practices in higher education.
  - 7. To raise awareness of both the values-based history and heritage of Winthrop University, while concurrently celebrating its many successes in transforming itself to a nationally recognized first-class institution of higher learning, Winthrop will implement its plan for commemorations to mark the institution's 125th anniversary.

# The Student Body



#### STRATEGIC VALUE

Winthrop University will enroll an achievement-oriented, culturally diverse and socially responsible undergraduate student body that will benefit from a challenging education offered in a residential setting, supported by a full array of services that are consistent with the best practices nationally.

Successful undergraduate applicants will have demonstrated both academic competence and a commitment to meaningful community involvement. Winthrop will increasingly attract South Carolina's best students as well as those highly qualified students from beyond South Carolina whose presence will add to the diversity and enrichment of the student body. Winthrop will be an institution of choice for historically underrepresented students who will have demonstrated achievement through both traditional and non-traditional measures.

Winthrop will also enroll a cadre of graduate and continuing students in a selected array of high-quality graduate and continuing professional education programs. Successful graduate applicants will have demonstrated ability for advanced study at the master's degree level and beyond.



- 1. To fulfill its commitment to achieve progress toward planned enrollment growth and student academic success among various members of its learning community, Winthrop this year will:
  - Expand currently available academic support services, such as the federal TRiO, McNair and LEAP programs, by launching an Academic Success Center available to all students.
  - Build relationships with prospective students who are ready to experience campus-level academic challenges and earn dual credit toward a college degree, by creating and promoting the "Winthrop Academy" to enable qualified high school students to participate in a variety of learning experiences offered by Winthrop.
  - Build on its success in offering programs of exceptional academic excellence by exploring options and developing a plan to offer academic enrichment activities that will provide youth of the regional community with learning opportunities to prepare them for college.
- 2. To ensure Winthrop's ability to maintain the quality, value and residential nature of the Winthrop Experience as the student body grows, Winthrop will continue to monitor market expectations and opportunities and explore as appropriate options and time-tables to increase/replace housing capacity incrementally to enable Winthrop to meet current and projected student housing needs and/or preferences, aligning those with plans to take selected spaces off-line in 2010-2011 for upgrades and/or adaptive re-use to other purposes.

## ACADEMIC LIFE



### STRATEGIC VALUE

Winthrop University will offer academic programs that challenge high-achieving students and meet nationally established standards of quality. These programs will be continually reviewed with the assistance of external consultants and accrediting agencies to ensure that students are challenged at their highest level of ability. Further, these reviews will ensure that courses of study and the knowledge offered are consonant with current research and methodology. Winthrop will impart to its students the knowledge, skills, experience and values necessary to enrich their lives, and to meet the needs and challenges of the society in which they will live as citizens and professionals.

To this end, Winthrop will recruit and maintain a diverse and inclusive faculty of national caliber. It will support its faculty as they enhance their abilities as effective teachers and as they develop and enrich their knowledge and skills as scholars, researchers, practitioners and creative artists in their disciplines. Moreover, Winthrop will support high-quality instruction and research in every field of study offered by developing and maintaining at an appropriate level its classrooms, studios and performance spaces, as well as its informational and instructional technology resources.

- 1. To ensure Winthrop University continues to fulfill its mandate to be a "first-class institution of higher education" that from time to time adds "programs and features as the progress of the times may require," Winthrop in 2010-2011 will:
  - Continue priority academic program development in the areas of:
    - (1) Cross-disciplinary programs and individualized majors,
       (2) professional business preparation for Bachelor of Arts candidates,
    - (3) five-year master's degrees, and
    - (4) sustainability and related studies.
  - Lay foundations for academic program development in such areas as:
    - (1) three-year degree programs,
    - (2) health-related professions,
    - (3) performing arts, and
    - (4) other programs as identified during the 'Readiness Winthrop' initiative (as outlined under 'Winthrop Community.')
  - Concurrently with completion of each program development, initiate marketing for first and subsequent years' enrollment.
- 2. To support and advance recognition of Winthrop University academic life as one infused with deep, meaningful and sustained learning for life and leadership, Winthrop will receive and take appropriate steps to implement the recommendations of the Faculty Committee on Roles and Rewards regarding



appropriate criteria for advancement at an institution of Winthrop's nature and character.

- 3. To ensure its continued leadership in offering national-caliber academic programs consistent with emerging best practices, Winthrop will maintain its existing 100 percent national program accreditation by:
  - Hosting site visit by Accreditation Board for Engineering & Technology (Computer Science)
  - Finalizing work plans and assessments related to the Fall 2011 visit by the National Council for Accreditation of Teacher Education.
  - Prepare work plans and assessments related to 2012 site visits by:
  - o The Commission on Accreditation of Allied Health Education Programs (Exercise Science),
  - o The National Association of Schools of Art and Design,
  - o The Council for Interior Design Accreditation,
  - o The Council on Social Work Education, and
  - o The Commission on Sport Management Accreditation.
- 4. To broaden access to Winthrop University courses and support on-time degree completion by various selected student populations, Winthrop will:
  - Adopt Blackboard 9.1 (enhanced software capacities for creating/delivering courses using on-line technology) as a successor to WebCT, and
  - Explore its enhanced capacities to expand course offerings and alternative course scheduling.
- 5. To enrich the range of off-campus perspectives contributing to student learning, Winthrop will employ selected best practices to begin a pilot program for bringing recognized leaders and innovators in various creative and professional fields to the campus through "in residence" programs tailored to their respective availability.



### FACILITIES AND ENVIRONS



### STRATEGIC VALUE

Winthrop University will provide and maintain instructional, research, performance, exhibition and recreational facilities that contribute to the realization of its mission as a distinctive, comprehensive, residential learning university. In so doing, Winthrop will preserve the unique, historic character of its campus while adapting existing facilities for contemporary use and broadening its range of housing options in order to provide a contemporary physical environment of exceptional beauty in which students, faculty and staff live, learn and work. Studio and performance spaces, as well as informational and instructional technology resources, will be upgraded regularly to provide students with professional environments similar to those they will encounter in their careers or in advanced study.

### FACILITIES AND ENVIRONS STRATEGIC INITIATIVES

- 1. To facilitate high-quality instruction and promote informal learning opportunities by establishing a new "crossroads" for a growing, yet compact, pedestrian-oriented campus community, Winthrop will:
  - Dedicate and bring on line the Anthony J. and Gale N. DiGiorgio Campus Center, and implement the plan for a full array of programmatic offerings appropriate for the center's various venues, in order to provide significant new cultural, social and educational opportunities for the campus and community beyond.
  - Complete restoration of Owens Hall and Owens Annex following damage related to the fire of March 2010, and restore it to academic service not later than spring semester, 2011.
  - Complete restoration and upgrade of Winthrop's historic amphitheater as an appropriately equipped outdoor venue for selected campus events, gatherings and performances.
  - Complete creation of a Campus Green between the Amphitheater and the DiGiorgio Campus Center, to serve the dual purposes of an environmentally friendly heart-of-campus drainage-reduction system and landscaped green space for campus community use.
  - Complete Scholars Walk as a heart-of-campus pedestrian promenade connecting the northern and southern sides of the main campus.
  - Complete Hardin Family Garden, including Roddey Hall enhancements, as a culminating destination for Scholars Walk
- 2. To preserve the Tillman Building's 19th century historic character while ensuring its capacity to serve the 21st century needs of the institution, Winthrop will complete updates to the heating, ventilation and plumbing systems of the structure with minimal impact on services to members of the academic community.

- 3. To preserve the unique character of the campus environs while ensuring Winthrop's safety and readiness for competitiveness with the best institutions of its kind, Winthrop will complete priority elements of its campus maintenance plan, by:
  - Updating all signage and vehicular/pedestrian traffic management postings as needed.
  - Restoring/replacing/upgrading campus fixtures, entries/exits and sidewalks as needed.
- 4. To continue to advance the systematic upgrade of Winthrop's historic residence hall spaces over time, Winthrop will:
  - Begin implementation phase of the 18-month refurbishment plan for Phelps Hall.
  - Update the timeline for renovation or adaptive reuse of other campus residential spaces.
- 5. To continue to advance the systematic upgrade of Winthrop's historically significant academic spaces for 21st century use, Winthrop will:
  - Plan upgrade to Withers/W.T.S. Building roofing and drainage management systems
  - Update the phased plan for remaining Byrnes Auditorium upgrades.
  - Adapt selected spaces in Kinard Hall and Sims Science Building for new near-term uses as identified by the College of Arts and Sciences.
- 6. To continue the upgrade of selected athletic facilities, Winthrop will utilize athletic bond capacity to:
  - Complete the upgrade of Winthrop softball facilities;
  - Complete the upgrade of Winthrop soccer facilities lighting to NCAA standards;
  - Modify selected aspects of the golf practice area to ensure compliance

with NCAA competition expectations, while pursuing donor resources for a more general golf facility upgrade.

- 7. To ensure timely upgrades to various facilities that will serve the academic and personal development needs of Winthrop students over time, Winthrop will develop and as feasible, implement, a series of plans for:
  - Preparing Dinkins Hall for use by University College, the Academic Success Center and other programs as needed.
  - Meeting program needs of the College of Visual and Performing Arts, where deemed appropriate, with potentially available spaces in the former Bookworm, the Winthrop Operations Center, and Roddey Hall.
  - Meeting the space needs of the Department of Health and Counseling Services, including the Services for Students with Disabilities
  - Preparing the Student Activities Center for future uses.
  - Preparing for future uses the former Java City space in Margaret Nance Hall and the former Student Publica-

tions offices in Bancroft, as those functions move to the DiGiorgio Campus Center.

8. To enable the long-term growth of Winthrop University as appropriate to needs and expectations over time, Winthrop will complete acquisition of properties identified as key to orderly and qualitative campus development, with minimal net impact on the local property tax base.



### SUPPORT SERVICES



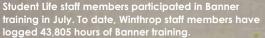
#### STRATEGIC VALUE

Winthrop University will provide support systems and services to advance its goals and the work of its faculty, staff and students in pursuing those goals. In addition, Winthrop will have the organizational flexibility and human resource policies necessary to support the professional growth and development of faculty and staff, and to make the most effective and efficient use of their talents and experiences.

Winthrop will provide a framework for the management of information technology, and will ensure that information technology resources are used effectively and efficiently in support of the mission, goals and objectives of the university. Information technology resources at Winthrop will conform to national and international standards and exist as convenient and dependable utilities.

All fiscal, logistical, technological, human resources and other support services will be consistent with the best practices nationally and will enable the smooth and efficient operation of the university.

- 1. To ensure that Winthrop's technological capacity remains current with the needs and expectations of an institution of its mission and quality, Winthrop will continue to develop and implement its multiyear rolling plan for training and phased migration to newly enhanced mission-critical administrative computing capabilities through the Banner system, with the least possible disruption to provision of services to various stakeholders as all or some of the functions of the following systems are converted over 2010-2011:
  - Records
  - Registration
  - Accounts
  - Residence Life
  - Event Scheduling
  - Admissions





### Partnership and Collaborations



### STRATEGIC VALUE

Winthrop University will be an effective advocate for its needs and those of higher education in general. The university will maintain active communications and relationships with its alumni, other institutions of higher education, educational associations, primary and secondary schools, elected and appointed public officials and business and other external communities.

Winthrop will engage in an active program to heighten public awareness of its educational and cultural resources in the state, the region and the nation. In addition, Winthrop will be a source of significant public service in economic, educational and cultural affairs in South Carolina and in the Rock Hill-Charlotte-Metrolina region.

The Winthrop University Alumni Association will provide assistance by communicating with alumni and offering programs for current and former students to foster their lifelong relationship with Winthrop, and by encouraging continued support of the university's development, traditions and reputation. The Winthrop University Foundation and Real Estate Foundation will provide private financial support for initiatives that enhance the Winthrop experience, particularly in the areas of scholarship endowments, faculty enrichment, and specific projects that help ensure the university's success in meeting its goals.

- To ensure Winthrop's continuing capacity to manage and respond to changing economic circumstances in the state and nation while concurrently enabling Winthrop to develop as needed for future students, Winthrop will continue to engage with a variety of public officials to:
  - Obtain timely information essential to the Winthrop community being informed about and responding appropriately to emerging trends
  - Broaden and deepen understanding of Winthrop's role in helping South Carolina and South Carolinians to adjust to current trends, future demands and opportunities for economic and civic progress.
  - Advance Winthrop's cause at the federal level, as federal funding opportunities become available for public higher education
- 2. To advance its contribution to activities that assist South Carolina in meeting changing workforce needs, creating economic development opportunities and positioning the state to be competitive in a global economy, Winthrop will continue to engage and inform a wide variety of existing and new businesses and business-related entities that are partners and stakeholders in the state's future.
- 3. To enhance opportunity for relationships between and among alumni, current students preparing for the world of work or further study, prospective students, friends of the university and other stakeholders with whom Winthrop works, Winthrop will implement a plan for an alumni advocacy initiative that can contribute to increasing Winthrop's overall reputation for quality and value and advance its causes through coordinated outreach activities.

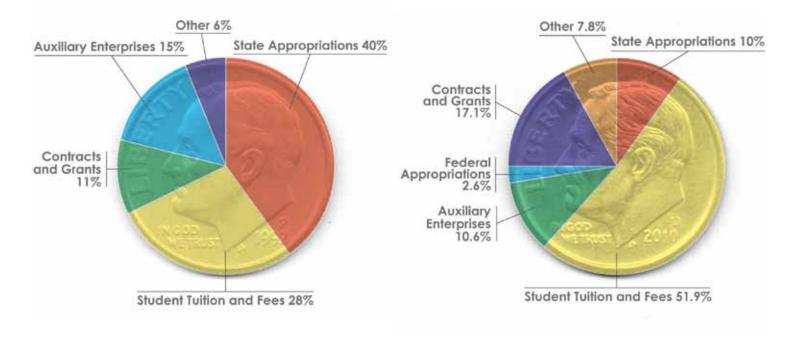
- 4. To help meet needs of today's students and assist in preparing the university and its transformational educational experience for the challenges and opportunities of the future, Winthrop will finalize a timeline and strategies for its next capital campaign.
- 5. To promote progress in meeting student expectations for a contemporary 'college town' feel

to campus environs, including along Cherry Road across from campus, Winthrop, in partnership with the City of Rock Hill, will conclude a program of community public consultation and research into best practices, then finalize work with national consultants to generate a "College Town Action Plan" appropriate for phased implementation, in partnership with other public and private stakeholders, and assessment over time.



Proposed College Town Action Plan concept

# MONEY MATTERS



The old picture of Winthrop revenue: 1990-91

Winthrop's projected revenues for fiscal year 2010-11

# MISSION STATEMENT

Winthrop University provides personalized and challenging undergraduate, graduate, and continuing professional education programs of national caliber within a context dedicated to public service to the nation and to the State of South Carolina. All eligible bachelor's, master's and specialist degrees are nationally accredited — a reflection of the University's commitment to be among the very best institutions of its kind in the nation.

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

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

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

(Adopted by the Winthrop University Board of Trustees - 6/12/98) (Updated by the Winthrop University Board of Trustees - 11/3/00 and 4/16/10)



Rock Hill, South Carolina 29733 www.winthrop.edu

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