

AGENCY NAME:	Winthrop University		
AGENCY CODE:	H470	SECTION:	21



Fiscal Year 2016-17 Agency Budget Plan

FORM A – SUMMARY

RECURRING FUNDS (FORM B DECISION PACKAGES)	My agency is submitting the following recurring decision packages (Form B): 7481, 7506	
	For FY 2016-17, my agency is (mark "X"):	
	<input checked="" type="checkbox"/>	Requesting a net increase in recurring General Fund appropriations.
	<input type="checkbox"/>	Not requesting a net increase in recurring General Fund Appropriations.

CAPITAL & NON-RECURRING FUNDS (FORM C DECISION PACKAGES)	My agency is submitting the following one-time decision packages (Form C): 7525, 7528, 7578	
	For FY 2016-17, my agency is (mark "X"):	
	<input checked="" type="checkbox"/>	Requesting capital and/or non-recurring funds.
	<input type="checkbox"/>	Not requesting capital and/or non-recurring funds.

PROVISOS	For FY 2016-17, my agency is (mark "X"):	
	<input type="checkbox"/>	Requesting a new proviso and/or substantive changes to existing provisos.
	<input type="checkbox"/>	Only requesting technical proviso changes (such as date references).
	<input checked="" type="checkbox"/>	Not requesting any proviso changes.

Please identify your agency's preferred contacts for this year's budget process.

	<u>Name</u>	<u>Phone</u>	<u>Email</u>
PRIMARY CONTACT:	JP McKee	803-323-2205	mckeej@winthrop.edu
SECONDARY CONTACT:	Amanda Maghsoud	803-323-2164	maghsouda@winthrop.edu

I have reviewed and approved the enclosed FY 2016-17 Agency Budget Plan, which is complete and accurate to the extent of my knowledge.

	<u>Agency Director</u>	<u>Board or Commission Chair</u>
SIGN/DATE:		
TYPE/PRINT NAME:	Dr. Daniel F. Mahony	Mrs. Kathy H. Bigham

This form must be signed by the department head – not a delegate.

AGENCY NAME:	Winthrop University		
AGENCY CODE:	H470	SECTION:	21

FORM B – PROGRAM REVISION REQUEST

DECISION PACKAGE	7481
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Provide the decision package number issued by the PBF system ("Governor's Request").

TITLE	Winthrop's STEAM-Powered Jobs Initiative
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Provide a brief, descriptive title for this request.

AMOUNT	\$1.57 million
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What is the net change in requested appropriations for FY 2015-16? This amount should correspond to the decision package's total in PBF across all funding sources.

ENABLING AUTHORITY	SC Code of Laws Section 59-125
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What state or federal statutory, regulatory, and/or administrative authority established this program? Is this decision package prompted by the establishment of or a revision to that authority?

FACTORS ASSOCIATED WITH THE REQUEST	Mark "X" for all that apply:
	<input type="checkbox"/> (Base Adjustment) Allocation of statewide employee benefits.
	<input type="checkbox"/> (Base Adjustment) Realignment within existing programs and lines.
	<input type="checkbox"/> (Base Adjustment) Restructuring of agency programs – <i>requires pre-approval.</i>
	<input checked="" type="checkbox"/> Change in cost of providing current services to existing program audience.
	<input type="checkbox"/> Change in case load / enrollment under existing program guidelines.
	<input type="checkbox"/> Non-mandated change in eligibility / enrollment for existing program.
	<input checked="" type="checkbox"/> Non-mandated program change in service levels or areas.
	<input type="checkbox"/> Proposed establishment of a new program or initiative.
	<input type="checkbox"/> Loss of federal or other external financial support for existing program.
<input type="checkbox"/> Exhaustion of fund balances previously used to support program.	

RECIPIENTS OF FUNDS	In support of Winthrop's commitment to <i>promote access and degree attainment</i> (Accountability Report Goal 1), funding is requested to further advance Winthrop's STEAM-Powered Jobs Initiative. Following a national trend, Winthrop is expanding the notion of STEM (Science, Technology, Engineering and Math) education and its emphasis on innovation and creativity, to include the arts and design. The university seeks to provide enhanced access and accompanying resources to the sciences, technology, arts, and mathematics especially for adult learners but also for traditional students who want to complete programs in these fields; to address the increasing state and federal regulatory mandates required for delivery of online program offerings, infrastructure, and resources; and to address urgent campus telecommunications and network
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AGENCY NAME:	Winthrop University		
AGENCY CODE:	H470	SECTION:	21

infrastructure needs which support daily operations (Accountability Report Objectives 1.1.4, 1.1.1, 2.2.2, 1.2.1, 1.2.2, and Strategy 2.3).

What individuals or entities would receive these funds (contractors, vendors, grantees, individual beneficiaries, etc.)? How would these funds be allocated – using an existing formula, through a competitive process, based upon predetermined eligibility criteria?

RELATED REQUEST(S) Decision package number 7578

Is this decision package associated with other decision packages requested by your agency or other agencies this year? Is it associated with a specific capital or non-recurring request?

MATCHING FUNDS No matching funds are available.

Would these funds be matched by federal, institutional, philanthropic, or other resources? If so, identify the source, amount, and terms of the match requirement.

FUNDING ALTERNATIVES No alternative funding is available to support the recurring costs required to adequately implement this initiative.

What other possible funding sources were considered? Could this request be met in whole or in part with the use of other resources, including fund balances? If so, please comment on the sustainability of such an approach.

SUMMARY Winthrop requests funding to forge local partnerships (industry, business, not-for-profits) that will provide greater access and degree attainment in STEM and Arts (STEAM) programs, especially for adult learners in South Carolina. Winthrop’s success in these areas has been recently focused on campus-based students. The knowledge economy, however, is fueled by intellectual capital; and access and attainment in STEAM fields provide citizens with the intellectual capital needed to secure rewarding jobs in a knowledge-based economy. An environmental scan of York and surrounding South Carolina counties revealed there are over 40,000 adults in Winthrop’s service area who have some college but have not earned a bachelor’s degree. A Winthrop University bachelor’s degree puts a focus on attainment of critical thinking, writing, problem-solving, and other important skills that can allow an individual to be successful in advancing to higher paying jobs. Forging partnerships, for example, with a new RN to BSN program, would provide greater access and attainment for adult learners, serve the region’s

Information Technology /Security	Y/N N
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AGENCY NAME:	Winthrop University		
AGENCY CODE:	H470	SECTION:	21

<p>Consulted DTO during development</p>	<p>Y/N N</p>	<p>economic development needs, and address a critical employment area shortage.</p> <p>In order to increase online program options to students and to promote on-time or early degree completion by both undergraduate and graduate students, the University requests funding to expand the Online Learning Office staff from two to three persons, to support a testing center, and to procure and support virtual classroom, student identity verification, and exam integrity software. Offering online programs and courses not only enhances learning for all students, but such options allow all students—traditional students, employed adults, others with life obligations that keep them from campus—to complete their degrees on time or even early. Since adult students are the largest growing population in our region, more online options will allow Winthrop to reach more students and to provide them with learning opportunities when they need them. With significant growth and interest in Winthrop University’s learning management system and interest in the growth of online offerings, it will be critical to the University’s success to build an appropriate infrastructure to manage the delivery and security associated with best practices and government mandates for these offerings. In an analysis of the staffing size of offices similar to Winthrop University’s Office of Online Learning at comparable institutions, it was found that the smallest staff consisted of three full-time persons for a student population of 5,561. Expanding Winthrop’s infrastructure to meet that minimum will help to move the University toward its goals of <i>promoting access and degree attainment</i> and <i>enhancing the quality of the Winthrop experience for all students</i> (Accountability Report Goals 1 and 2).</p> <p>Winthrop needs to continue to provide cutting edge technology to enhance our students’ career preparation in the rapidly changing arena of business analytics. We seek ongoing funding support for the GIS (Geographic Information System) laboratory that has the capacity to visualize, analyze, and interpret data to understand demographic patterns and trends used to make business decisions that impact economic development in the state. Program completers who have exposure to this type of technology and modeling capacity will possess skills that will allow them to make immediate and significant contributions in the workplace (Accountability Report Strategy 2.3). Jobs of the future require both employees and students to be flexible and adaptive to the ever-changing technological landscape.</p> <p>Winthrop University information security policies, standards, guidelines, and procedures dictate controls that are used to protect university data and technology resources. The State of South Carolina has also mandated several new policies regarding information security that cover functions that should be performed routinely as part of managing and handling data. One of the new policies calls for regular awareness training for all employees and a second calls for computing asset inventory. At this time, the University has identified the need for a full-time Information Security Officer to implement new state and federal mandates as well as best practices in security and verification related to online education offerings.</p>
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AGENCY NAME:	Winthrop University		
AGENCY CODE:	H470	SECTION:	21

		<p>Additional recurring technology costs relate to the University’s non-recurring funds request to replace the campus telephone and voicemail systems. Although the systems replacement costs are non-recurring, there are increased annual costs associated with implementation of these systems that exceed the recurring technology funding currently in the institution’s budget.</p>
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Provide a summary of the rationale for the decision package. Why has it been requested? How specifically would the requested funds be used? If the request is related to information security or information technology, explain its relationship to the agency’s security or technology plan.

METHOD OF CALCULATION	<p>Estimated salary and related benefit costs were based on information from the <i>Occupational Outlook Handbook</i> and CUPA data, adjusted for Southeast regional universities. Online infrastructure costs and recurring telephone, voicemail, and software maintenance cost estimates are based on vendor quotes.</p>
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How was the amount of the request calculated? What factors could cause deviations between the request and the amount that could ultimately be required in order to perform the underlying work?

FUTURE IMPACT	<p>Access needs of adult learners and others in the STEAM fields, including the technology to support online learning, will require additional personnel, software, and equipment in those areas to support the initiative; but online learning growth over the next five years will have positive impact on access, enrollment, retention, course completion, and degree attainment.</p>
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Will the state incur any maintenance-of-effort or other obligations by adopting this decision package? What impact will there be on future capital and/or operating budgets if this request is or is not honored? Has a source of any such funds been identified and/or obtained by your agency?

AGENCY NAME:	Winthrop University		
AGENCY CODE:	H470	SECTION:	21

PRIORITIZATION	<p>The institution continually assesses operational priorities and makes budgetary adjustments as needs arise. The requests presented here are beyond the institution’s current funding capacity and require a dedicated revenue source.</p>
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If no or insufficient new funds are available in order to meet this need, how would the agency prefer to proceed? By using fund balances, generating new revenue, cutting other programs, or deferring action on this request in FY 2015-16?

INTENDED IMPACT	<ul style="list-style-type: none"> • Increase enrollment and enhance students’ on-time degree completion rate (Accountability Report Strategies 1.1 and 1.3); • Create greater access for under-served populations (Accountability Report Objective 1.1.3); • Increase student retention (Accountability Report Strategy 1.2); • Enhance student learning through alternative platforms (Accountability Report Objective 2.2.2); • Provide a less expensive, online option for SC students than the private, proprietary providers (Accountability Report Strategy 1.4); • Continually enhance the quality of the Winthrop experience for all students (Accountability Report Goal 2).
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What impact is this decision package intended to have on service delivery and program outcomes, and over what period of time?

PROGRAM EVALUATION	<ul style="list-style-type: none"> • Increased number of students participating in online programs and the number of courses and programs offered. • Increased online course and program completion rates. • Improved student response to online courses as seen in course evaluations. • Improved overall retention rates. • Improved course completion rates. • Improved graduation rates.
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How would the use of these funds be evaluated? What specific outcome or performance measures would be used to assess the effectiveness of this program?

AGENCY NAME:	Winthrop University		
AGENCY CODE:	H470	SECTION:	21

FORM B – PROGRAM REVISION REQUEST

DECISION PACKAGE	7506
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Provide the decision package number issued by the PBF system (“Governor’s Request”).

TITLE	Health Insurance Allocation
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Provide a brief, descriptive title for this request.

AMOUNT	\$142,841
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What is the net change in requested appropriations for FY 2015-16? This amount should correspond to the decision package’s total in PBF across all funding sources.

ENABLING AUTHORITY	N/A
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What state or federal statutory, regulatory, and/or administrative authority established this program? Is this decision package prompted by the establishment of or a revision to that authority?

FACTORS ASSOCIATED WITH THE REQUEST	Mark “X” for all that apply:
	<input checked="" type="checkbox"/> (Base Adjustment) Allocation of statewide employee benefits.
	<input type="checkbox"/> (Base Adjustment) Realignment within existing programs and lines.
	<input type="checkbox"/> (Base Adjustment) Restructuring of agency programs – <i>requires pre-approval.</i>
	<input type="checkbox"/> Change in cost of providing current services to existing program audience.
	<input type="checkbox"/> Change in case load / enrollment under existing program guidelines.
	<input type="checkbox"/> Non-mandated change in eligibility / enrollment for existing program.
	<input type="checkbox"/> Non-mandated program change in service levels or areas.
	<input type="checkbox"/> Proposed establishment of a new program or initiative.
	<input type="checkbox"/> Loss of federal or other external financial support for existing program.
<input type="checkbox"/> Exhaustion of fund balances previously used to support program.	

RECIPIENTS OF FUNDS	N/A
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What individuals or entities would receive these funds (contractors, vendors, grantees, individual beneficiaries, etc.)? How would these funds be allocated – using an existing formula, through a competitive process, based upon predetermined eligibility criteria?

AGENCY NAME:	Winthrop University		
AGENCY CODE:	H470	SECTION:	21

RELATED REQUEST(S)	N/A
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Is this decision package associated with other decision packages requested by your agency or other agencies this year? Is it associated with a specific capital or non-recurring request?

MATCHING FUNDS	N/A
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Would these funds be matched by federal, institutional, philanthropic, or other resources? If so, identify the source, amount, and terms of the match requirement.

FUNDING ALTERNATIVES	N/A
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What other possible funding sources were considered? Could this request be met in whole or in part with the use of other resources, including fund balances? If so, please comment on the sustainability of such an approach.

SUMMARY	Allocation of statewide employee benefits for health insurance	
Information Technology /Security	Y/N	N
Consulted DTO during development	Y/N	N

Provide a summary of the rationale for the decision package. Why has it been requested? How specifically would the requested funds be used? If the request is related to information security or information technology, explain its relationship to the agency's security or technology plan.

AGENCY NAME:	Winthrop University		
AGENCY CODE:	H470	SECTION:	21

METHOD OF CALCULATION	N/A
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How was the amount of the request calculated? What factors could cause deviations between the request and the amount that could ultimately be required in order to perform the underlying work?

FUTURE IMPACT	N/A
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Will the state incur any maintenance-of-effort or other obligations by adopting this decision package? What impact will there be on future capital and/or operating budgets if this request is or is not honored? Has a source of any such funds been identified and/or obtained by your agency?

PRIORITIZATION	N/A
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If no or insufficient new funds are available in order to meet this need, how would the agency prefer to proceed? By using fund balances, generating new revenue, cutting other programs, or deferring action on this request in FY 2015-16?

AGENCY NAME:	Winthrop University		
AGENCY CODE:	H470	SECTION:	21

INTENDED IMPACT	N/A
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What impact is this decision package intended to have on service delivery and program outcomes, and over what period of time?

PROGRAM EVALUATION	N/A
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How would the use of these funds be evaluated? What specific outcome or performance measures would be used to assess the effectiveness of this program?

AGENCY NAME:	Winthrop University		
AGENCY CODE:	H470	SECTION:	21

FORM C – CAPITAL OR NON-RECURRING APPROPRIATION REQUEST

DECISION PACKAGE	7578
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Provide the decision package number issued by the PBF system ("Governor's Request").

TITLE	Strategic Risk Management
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Provide a brief, descriptive title for this request.

AMOUNT	\$5.2 million
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How much is requested for this project in FY 2016-17?

BUDGET PROGRAM	IV. Non-Recurring Appropriations
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Identify the associated budget program(s) by name and budget section.

SUMMARY	<p>Because Winthrop University is committed to effective risk management, the university seeks \$5.2 million to enhance its capacity to provide a learning and living environment that is safe and operates efficiently. These are the kinds of renovations, upgrades, and refits that may not be apparent to students, faculty, and staff but will result in savings and reduce the university's vulnerability to system failures.</p> <p>Electric Distribution Upgrades: In order to bolster the university's well-deserved reputation for sustainability and energy efficiency, Winthrop seeks funding to replace a 46-year-old electric substation, which has been regularly maintained but has reached the point of not warranting further investment of resources. Only four of five circuit breakers continue to function and the connecting wiring is dated. Despite regular maintenance, ongoing issues with cracks and leakages create a potential for system failure. The substation would be replaced by one with five new 4,160-volt circuit breakers and wiring that would be significantly more reliable.</p> <p>Steam Line Renovation and Enhancements: Winthrop seeks funding to replace a system of underground steam and condensate pipes that date from the 1960s and serve 13 buildings across campus. Despite regular maintenance, this steam network is at substantial risk of failure and operates inefficiently as result of extensive cracks and leaking. The replacement of pipes could allow the institution to realize savings that exceed \$100,000 annually.</p> <p>Fire Alarm Upgrades and Enhancements: Winthrop seeks funding to upgrade the university's fire alarm system, which, despite regular maintenance, is at risk of failure because of age, scarcity of replacement parts, and software that is no longer supported. Upgrades include rewiring building interiors and replacing and adding additional strobes, horns, public notification screens, and pull stations to meet current standards.</p>
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AGENCY NAME:	Winthrop University		
AGENCY CODE:	H470	SECTION:	21

Telephone and Voicemail System Replacement: The University has a critical need to replace the campus telephone and voicemail systems that are no longer eligible for maintenance support. System failure at this stage of their life-cycles is non-repairable. New telephone systems provide Voice-over IP (VoIP) technology, which relies on network infrastructures to operate. Implementation of a new telecommunications system will occur over an 18-24 month period and require updates to underground cabling, inside wiring, switches and routers, and servers.

Provide a summary of the project and explain why it is necessary. If the request is related to information security or information technology, explain its relationship to the agency's security or technology plan.

CLASSIFICATION OF FUNDS
Non-recurring request.

Is this request in support of a capital project or is it in support of other non-recurring expenditures? If this request is for a capital project, is it included in the agency's CPIP (please include CPIP year and priority)? How does this project rank in priority to all other nonrecurring agency requests?

RELATED REQUEST(S)
Decision package number 7481

Is this decision package associated with other decision packages requested by your agency or other agencies this year? Is it associated with a specific capital or non-recurring request?

MATCHING FUNDS
No matching funds available.

Would these funds be matched by federal, institutional, philanthropic, or other resources? If so, identify the source and amount.

AGENCY NAME:	Winthrop University		
AGENCY CODE:	H470	SECTION:	21

FUNDING ALTERNATIVES	<p>Because of the magnitude of these Strategic Risk Management projects, Winthrop has not been in a fiscal position to apply E&G funds.</p>
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What other possible funding sources were considered?

LONG-TERM PLANNING AND SUSTAINABILITY	<p>While some funding may be required to maintain and update fire alarm system software, these Strategic Risk Management projects require one-time funding to replace existing systems. As a result of increased efficiencies, these projects will result in savings that will be applied to other campus operations.</p>
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What other funds have already been invested in this project (source/type, amount, timeframe)? Will other capital and/or operating funds for this project be requested in the future? If so, how much, and in which fiscal years? Has a source for those funds been identified/secured?

OTHER APPROVALS	
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What approvals have already been obtained? Are there additional approvals that must be secured in order for the project to succeed? (Institutional board, JBRC, BCB, etc.)

AGENCY NAME:	Winthrop University		
AGENCY CODE:	H470	SECTION:	21

FORM C – CAPITAL OR NON-RECURRING APPROPRIATION REQUEST

DECISION PACKAGE	7525
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Provide the decision package number issued by the PBF system ("Governor's Request").

TITLE	Winthrop Music Conservatory/Byrnes Auditorium Improvements
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Provide a brief, descriptive title for this request.

AMOUNT	\$8 million
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How much is requested for this project in FY 2016-17?

BUDGET PROGRAM	IV. Non-recurring Appropriations
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Identify the associated budget program(s) by name and budget section.

SUMMARY	<p>In support of Winthrop’s strategic priority to <i>provide state-of-the-art facilities and infrastructure with appropriate technology to enhance academic and co-curricular learning and career preparation</i> (Accountability Report Strategy 2.3) and in order to <i>continually enhance the quality of the Winthrop experience for all students</i> (Accountability Report Goal 2), the University requests funding for instructional facilities improvements to provide safe and effective learning environments. Maintaining program-level accreditation is important to Winthrop’s Accountability Report Goal 1 to <i>promote access and degree attainment</i>, as well as to Accountability Report Strategy 2.2 to <i>deliver a mission-driven, market-smart, and cost-effective program mix</i>; and there are a number of instructional facilities improvements that must be made in order to maintain those accreditations.</p> <p>Winthrop requests support to update and expand an arts technology facility (the Music Conservatory) to include digital arts, music technology, and an instrumental music rehearsal and storage facility. Such a facility will support traditional and returning adult students as they hone their technology skills in an array of digital arts in demand throughout business and industry. The lack of both a technology and rehearsal facility has been cited by NASM (National Association of Schools of Music) visiting teams and must be addressed in order for Winthrop to maintain NASM accreditation. As a part of the same complex, Byrnes Auditorium requires renovation of the interior layout to improve flooring, seating, and sound systems. The flooring, seating, and sound systems in Byrnes are showing substantial signs of deterioration and do not provide adequate space and sound for all audiences, particularly the disabled.</p>
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Provide a summary of the project and explain why it is necessary. If the request is related to information security or information technology, explain its relationship to the agency’s security or technology plan.

AGENCY NAME:	Winthrop University		
AGENCY CODE:	H470	SECTION:	21

CLASSIFICATION OF FUNDS	<p>Non-recurring request.</p>
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Is this request in support of a capital project or is it in support of other non-recurring expenditures? If this request is for a capital project, is it included in the agency's CPIP (please include CPIP year and priority)? How does this project rank in priority to all other nonrecurring agency requests?

RELATED REQUEST(S)	<p>No related requests.</p>
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Is this decision package associated with other decision packages requested by your agency or other agencies this year? Is it associated with a specific capital or non-recurring request?

MATCHING FUNDS	<p>No matching funds are available or required.</p>
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Would these funds be matched by federal, institutional, philanthropic, or other resources? If so, identify the source and amount.

FUNDING ALTERNATIVES	<p>University-issued long term debt (General Obligation Bonds) is the only other possible funding source; however, sufficient debt capacity is not currently available.</p>
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What other possible funding sources were considered?

LONG-TERM PLANNING AND SUSTAINABILITY	<p>Anticipated utility and other operating costs will be supported by enrollment growth resulting from the improvements to facilities.</p>
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What other funds have already been invested in this project (source/type, amount, timeframe)? Will other capital and/or operating funds for this project be requested in the future? If so, how much, and in which fiscal years? Has a source for those funds been identified/secured?

AGENCY NAME:	Winthrop University		
AGENCY CODE:	H470	SECTION:	21

OTHER APPROVALS	
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What approvals have already been obtained? Are there additional approvals that must be secured in order for the project to succeed? (Institutional board, JBRC, BCB, etc.)

AGENCY NAME:	Winthrop University		
AGENCY CODE:	H470	SECTION:	21

FORM C – CAPITAL OR NON-RECURRING APPROPRIATION REQUEST

DECISION PACKAGE	7528
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Provide the decision package number issued by the PBF system ("Governor's Request").

TITLE	Multi-Media and Research Technology Hub
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Provide a brief, descriptive title for this request.

AMOUNT	\$55 million
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How much is requested for this project in FY 2016-17?

BUDGET PROGRAM	IV. Non-recurring Appropriations
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Identify the associated budget program(s) by name and budget section.

SUMMARY	<p>In support of Winthrop’s commitment to <i>provide state-of-the-art facilities and infrastructure with appropriate technology to enhance academic and co-curricular learning and career preparation</i> (Accountability Report Strategy 2.3), the University is requesting \$55 million in state capital bond bill funding for a multi-media and research technology hub with collaborative learning spaces that will replace the campus library with a signature element of the Knowledge Park economic development plan with the City of Rock Hill.</p> <p>Winthrop University joins other four-year institutions encouraging the development of a statewide capital bond bill for higher education needs. It has been nearly 15 years since comprehensive institutions like Winthrop have received any capital proceeds from state bonding. (Research institutions received such substantial funding in 2004.)</p> <p>Anticipated Impact: Winthrop’s request for inclusion in such a bond bill is for a multi-media and research hub that has been designed to serve graduate and undergraduate learners, faculty, staff and the community with contemporary information resources, research guidance, interdisciplinary experiences, and collaborative learning spaces. The project is to be located adjacent to the City of Rock Hill’s urban core redevelopment zone, now known as Knowledge Park, which is characterized by nearby abandoned textile mill properties that have been targeted by local government for redevelopment through public-private partnership. The proximity of this project will create a high-traffic destination for a growing campus community deemed critical to the success of the overall urban core redevelopment project and thus it also supports Winthrop’s objective to <i>partner with Rock Hill Knowledge Park initiative to support Winthrop priorities</i> (Accountability Report Objective 4.2.1).</p>
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Provide a summary of the project and explain why it is necessary. If the request is related to information security or information technology, explain its relationship to the agency’s security or technology plan.

AGENCY NAME:	Winthrop University		
AGENCY CODE:	H470	SECTION:	21

CLASSIFICATION OF FUNDS	<p>This is a capital project. It is included in the CPIP.</p>
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Is this request in support of a capital project or is it in support of other non-recurring expenditures? If this request is for a capital project, is it included in the agency's CPIP (please include CPIP year and priority)? How does this project rank in priority to all other nonrecurring agency requests?

RELATED REQUEST(S)	<p>No related requests.</p>
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Is this decision package associated with other decision packages requested by your agency or other agencies this year? Is it associated with a specific capital or non-recurring request?

MATCHING FUNDS	<p>No matching funds are available or required.</p>
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Would these funds be matched by federal, institutional, philanthropic, or other resources? If so, identify the source and amount.

FUNDING ALTERNATIVES	<p>No other funding sources are available.</p>
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What other possible funding sources were considered?

LONG-TERM PLANNING AND SUSTAINABILITY	<p>No other capital and/or operating funds will be requested for this project in the foreseeable future. A new facility will be constructed to LEED Silver standards and would thus realize utility and operational savings compared to the current building.</p>
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What other funds have already been invested in this project (source/type, amount, timeframe)? Will other capital and/or operating funds for this project be requested in the future? If so, how much, and in which fiscal years? Has a source for those funds been identified/secured?

AGENCY NAME:	Winthrop University		
AGENCY CODE:	H470	SECTION:	21

OTHER APPROVALS	
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What approvals have already been obtained? Are there additional approvals that must be secured in order for the project to succeed? (Institutional board, JBRC, BCB, etc.)