



Agency Head Performance Evaluation

Fiscal Year: (2022-23)

Planning Stage:

Please complete an annual objective for each category in the spaces provided.

Agency: Winthrop University

Agency Head: Dr. Edward A. Serna

Mission Statement: (Briefly summarize the mission of the agency)

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

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

Objective 1: Leadership

The Leadership objective examines how the agency head guides and sustains the organization, setting organizational vision, values, and performance expectations.

Be "the voice" of Winthrop as an extremely active, open, and multi-channel communicator and consensus builder with all stakeholders and a variety of "publics"—Board of Trustees, students, faculty, staff, alumni, Foundation Board members, donors, community leaders, legislators, etc.—thereby building confidence in the University's path forward and ensuring buy-in and trust when difficult decisions need to be made by:

Hosting official entertainment functions at the President's House, being visible on campus by attending sporting events, academic events, student activities, and engaging with alumni throughout the state.

Actively participating, as Winthrop's delegate, in regional community groups that are strategic links to the university.

Embracing the local community by being visible in the region and its surrounds.

Collaborating, communicating, and counseling with the Winthrop University Board of Trustees working seamlessly together to advance the mission of the University.

Embracing active leadership in the community and across the region and state via personal connections with neighboring K-12 and higher education institutions' leaders.

Developing a plan to engage with local and state government officials

Objective 2: Strategic Planning

The Strategic Planning objective examines how the agency head develops strategic objectives and action plans, the implementation of the plans, how plans are changed if circumstances require a change, and how accomplishments are measured and sustained.

Investigate and learn about higher education trends and post-pandemic realities and redefine the Winthrop Strategic Plan to prioritize and coordinate resources to advance the University to provide direction for the immediate future and the next 3 to 5 years by:

Assessing the organizational structure of the University.

Collaborating with the Board of Trustees to develop a Strategic Plan.

Objective 3: Customer Focus

The Customer Focus objective examines how the agency head determines who the agency customers are, the requirements, needs and expectations of those customers, and the satisfaction of those customers.

Refine the University's academic and co-curricular programs, offerings, and services to anticipate new needs and initiatives to innovatively position the institution for the future by:

Evaluating the current Academic Master Plan and contract as needed with outside vendors in order to design/redefine Winthrop's future academic offerings (that serve market needs and are competitive with SC's universities and colleges that have growing enrollments).

Addressing declining retention rates by developing near-term and long-term plans and goals and tactical actions to improve quickly.

Designing and implementing a plan to stabilize, then improve Athletics Division; grow Esports and club sports by addressing funding and facility needs.

Objective 4: Workforce Focus / Human Resources

The Workforce Focus/Human Resources objective examines how the agency head ensures the performance, management, and development of the workforce to utilize its full potential in accomplishing the organization's overall mission, strategy, and agency goals.

Build and inspire a collaborative team of university leaders who transparently operate all processes and are held accountable for executing duties and responsibilities by:

Increasing engagement of faculty and staff through shared governance opportunities

Evaluating/redesigning/reimagining leadership teams and setting clear expectations

Hiring a new VP of Advancement

Hiring a new Provost

Objective 5: Process Management / Continuous Improvement

The Process Management/Continuous Improvement examines how the agency head continuously works to improve the agency work process and improves its work process to deliver organizational success.

Provide focused attention to recruitment and enrollment management through a willingness to pursue data-driven decisions to secure and strengthen admissions, financial aid, retention, transfer, and graduation rates.

Develop an integrated and multi-modal marketing and communications program that identifies and promotes Winthrop's unique niche for future growth and positions the university as an institution where all prospective students can see themselves as a part of Winthrop by:

Identifying funding for and initiation of new marketing strategies and plans with an emphasis on program growth and specifically targeted student populations and markets.

Incorporating Athletics into the university's marketing initiatives to support the Winthrop brand.

Building and selling the Winthrop brand across multiple stakeholders

Objective 6: Financial Management

The Financial Management objective examines how the agency head manages the budget, manages audit results, and determines priorities for the expenditure of funds to achieve agency short- and long-term organizational goals.

Implement a sustainable financial model and budget, including exploring additional revenue generating as well as cost reduction opportunities and funding institutional strategic priorities, including new programs to raise enrollment.

Use the Facilities Master Plan to begin to address the needs of the University in the near and longer-term future.

Involve the Board and the campus in the development of the annual state budget request and CIP—
Comprehensive Improvement Plan.

Expand Winthrop's fundraising program based on an innovative vision and expansion of the donor
base