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## AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Resolution Regarding 2019-20 Performance Objectives for President Dr. Daniel F. Mahony

2. **INITIATED BY:** Glenn A. McCall

3. **BOARD INFORMATION:** **BOARD ACTION:** X

4. **BACKGROUND:**

After receiving input from Trustees and feedback from University Vice Presidents, the Executive Committee has prepared a list of goals as prescribed in the Agency Head Planning Document for Board approval containing objectives for the 2019-20 Academic Year for President Mahony.

5. **TEXT OF PROPOSED RESOLUTION:**

A motion to adopt the Resolution Regarding 2019-20 Performance Objectives for President Dr. Daniel F. Mahony.

Attachment:

Agency Head Planning Document (*Non-confidential*)

Resolution Regarding 2019-20 Performance Objectives (*Non-confidential*)



# Agency Head Performance Evaluation

## Fiscal Year: (2019-20)

### Planning Stage:

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

**Agency:** WINTHROP UNIVERSITY

**Agency Head:** Daniel F. Mahony

#### **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.

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.

#### **Objective 1: Leadership**

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

President Mahony's leadership style is grounded in the principle of shared governance. Using a teamwork approach to setting organizational vision and values, he invites the Winthrop community to be active participants in setting as well as reaching goals.

The president will lead the fourth year of the strategic plan, which includes assessing the previous years' metrics and making adjustments in plans accordingly. He will continue to be a steadfast advocate for the university by communicating a strategic plan and related results that generate excitement and enthusiasm among students, staff, faculty, and the wider Winthrop community.

Specific goals include:

- a. Creation of campus-wide protocols and procedures for engaging with major businesses in the local area as well as stronger and more collaborative ties with local and state government.

b. Development of dashboards and other forms of data reporting as ways of sharing institutional information

### **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.

President Mahony will lead university-wide strategic planning activities related to the overarching themes of (a) enrollment growth and increased retention and graduation rates, (b) promoting a culture of innovation, with an emphasis on global and community engagement, (c) attracting and retaining a high quality and diverse faculty, staff, and administrators (d) maintaining and creating facilities, technology, and programs in support of the Winthrop experience (e) ensuring financial stability and sustainability.

Specific goals include:

- a. Completion of an interdivisional retention plan
- b. Completion of plan to increase alumni engagement and the annual giving rate

### **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.

In order to enhance the student experience and achieve student success, President Mahony will provide oversight of facilities, technology, and programs that support the Winthrop students and the overall Winthrop experience. He will effectively lead the institution to maintain current and develop new undergraduate and graduate academic degree programs, certificates, and instructional delivery options that meet identified needs in the region as well as the state. Winthrop will be developing new programs and using new delivery methods in existing programs in order to better meet the needs of potential students.

Specific goals include:

- a. Using Delaware Study and other relevant data, prepare Academic Master Plan for program refresh, development, and/or elimination.
- b. Fill vacant facilities leadership and subsequently develop Campus Master Plan to align with Academic Master Plan

### **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.

President Mahony will promote and sustain a diverse and inclusive work and learning environment for faculty, staff, and students by supporting a healthy institutional climate of mutual respect and high standards of performance for all faculty and staff.

Specific goals include:

- a. Completion of Classification and Compensation Study
- b. Develop a long-term strategy for addressing compensation issues

### **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.

President Mahony will advance an atmosphere of transparency, collaboration, and respect in regard to decisions and actions related to the management of the University's finances, development of the annual University budget, and administration of the personnel system, operation and maintenance of real property under the jurisdiction of the university, intercollegiate athletics, auxiliary enterprises, and alumni activities. This will ensure institutional resources are being used in the most effective and efficient ways and in accordance with state and federal law, Board policy, and standards of ethical practice. Examining the results of strategic plan initiatives will allow the university to develop more efforts at improvement that are targeted at the areas of the university with the greatest need.

Specific goals include:

- a. Evaluate the financial status of the university's colleges and academic programs by performing cost-benefit analyses of each
- b. Launch SACSCOC Decennial Review Process

#### **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.

President Mahony will ensure financial stability and sustainability for the university by working toward decreasing institutional debt as a portion of total assets, developing and implementing innovative approaches to fundraising, initiating, leading and guiding efforts to grow full-time undergraduate and graduate enrollment to support current and future employment needs in the area, and creating a new budget model for the university that is more transparent and more clearly aligns with institutional goals. He will lead the university in cost cutting and efficiency efforts across the university that will produce savings for students as well as the institution while providing the university with the flexibility to invest in strategic initiatives.

Specific goals include:

- a. Evaluate campus housing debt structure and make recommendations for future funding models
- b. Increase privately sourced funds available for student scholarships (Foundation funding)

### **Planning Stage Verification**

#### **Agency Head:**

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

#### **Governor or Board/Commission Chair:**

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**RESOLUTION  
REGARDING 2019-20 PERFORMANCE OBJECTIVES  
FOR PRESIDENT DANIEL F. MAHONY**

WHEREAS, in accordance with Board Bylaws, the Executive Committee met in Executive Session on June 28<sup>th</sup> and July 24<sup>th</sup>, 2019 to discuss the annual performance objectives for the President of Winthrop University for 2019-20 as mandated by the State Agency Head Salary Commission; and

WHEREAS, President Mahony and the Trustees of Winthrop University, to build upon the successes of the strategic plan, have identified the key strategic priorities of academic year 2019-20 to be:

- a. Creation of campus-wide protocols and procedures for engaging with major businesses in the local area as well as stronger and more collaborative ties with local and state government
- b. Development of dashboards and other forms of data reporting as ways of sharing institutional information
- c. Completion of an interdivisional retention plan
- d. Completion of plan to increase alumni engagement and the annual giving rate
- e. Using Delaware Study and other relevant data, prepare Academic Master Plan for program refresh, development, and/or elimination.
- f. Fill vacant facilities leadership and subsequently develop Campus Master Plan to align with Academic Master Plan
- g. Completion of Classification and Compensation Study
- h. Develop a long-term strategy for addressing compensation issues
- i. Evaluate the financial status of the university's colleges and academic programs by performing cost-benefit analyses of each
- j. Launch SACSCOC Decennial Review Process
- k. Evaluate campus housing debt structure and make recommendations for future funding models
- l. Increase privately sourced funds available for student scholarships

WHEREAS, the performance objectives will be based on these key strategic priorities;

THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF WINTHROP UNIVERSITY that the formal evaluation of the performance of Daniel F. Mahony as President of Winthrop University shall be made in accordance with these objectives as submitted to the State Agency Head Salary Commission.

APPROVED, this the 19<sup>th</sup> day of August, 2019

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Glenn A. McCall  
Chair, Winthrop University Board of Trustees

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Kathy H. Bigham  
Vice-chair, Winthrop University Board of Trustees