

### ***CS 3.2.8 - Qualified Administrative/Academic Officers***

The institution has qualified administrative and academic officers with the experience, competence, and capacity to lead the institution.

#### **Compliance Finding: In Compliance**

##### **Narrative:**

The Chancellor and Vice Chancellors comprise the administrative and academic officers of the University of South Carolina Beaufort (USC Beaufort). The USC Beaufort senior administrative organization includes the Chancellor, Jane T. Upshaw, Ph.D.; Executive Vice Chancellor for Academic Affairs, Michael D. Parsons, Ph.D.; Interim Vice Chancellor for Finance and Operations, B. Earle Holley, M.A., C.P.A.; Vice Chancellor for Advancement, Lynn W. McGee, Ph.D.; the position of Vice Chancellor for Student Development is vacant.

Chancellor Jane T. Upshaw [i] has a Ph.D. in Mathematics Education from the University of South Carolina. Dr. Upshaw was appointed as Dean of USC Beaufort in 1999. In this role she lead the institution from a two-year campus of the University system to a four-year, degree-granting institution. Dr. Upshaw was promoted to Chancellor in December 2002 after all state approvals had been received and a transition plan approved for the institution's move from two to four year. Chancellor Upshaw has a history of public service, having served on numerous boards in the community, region, and state. In addition to Chancellor Upshaw's teaching experience, she has served as the Director of Development, responsible for the planning and implementation of the overall fundraising efforts in support of operations, endowment, and other capital purposes for the USC Beaufort Campus. Chancellor Upshaw's administrative experience outside the USC system includes work with the American Management Association as Mid-Atlantic/Carolinas Vice President of Strategy. Her responsibilities were to define market segments and plan and implement strategy to market the educational solutions to businesses in the region. At USC Beaufort, the Chancellor is the chief operating officer for the institution. The Vice Chancellors report directly to the Chancellor, as well as the Director of Athletics Development, Associate Chancellor for Community Outreach, and Chief Information Officer.

Executive Vice Chancellor for Academic Affairs Michael D. Parsons has a Ph.D. in Higher Education from Indiana University. His undergraduate and master's degrees are in Industrial Relations and Labor. The Executive Vice Chancellor for Academic Affairs is responsible for the administration of all matters of academic programs, including the selection of faculty, the functions of Registrar and Advisement, Grants, Pritchards Island, Sea Islands Institute, Libraries, Center for Instructional Technology and Academic Resources, and Institutional Effectiveness and Research. Executive Vice Chancellor Parsons' experience in higher education includes teaching for over twenty-eight years with nine years administrative experience. Executive Vice Chancellor Parsons began his tenure with USC Beaufort in January 2008.

Interim Vice Chancellor for Finance and Operations B. Earle Holley has a Masters of Accountancy from the University of South Carolina and is a Certified Public Accountant. He has over twenty-one years of service with the University of South Carolina system. He has served as Director of Finance, Assistant Director of Contracts and Grant Accounting, Assistant Budget Director, Associate Vice President for Business and Finance and Director of Budgets, Director of Finance, and Interim Vice

President for Business and Finance during his tenure with the USC system. In addition, he has taught accounting at the University of South Carolina. His tenure outside of the University system includes twelve years service in the University of Georgia system as the Assistant to the Vice Chancellor for Finance and as the Vice President for Business and Finance. Additional service as the Vice President for Finance and Operations and Treasurer to the Board in the Florida system at Beacon College completes his resume. He has earned certificates from Harvard University in Management Development and the National Association of College and University Business Officers Executive Management Institute. The Interim Vice Chancellor for Finance and Operations is responsible for Auxiliary Services, Bursar, Facilities and Maintenance, Human Resources, Procurement and Public Safety.

Vice Chancellor for Advancement Lynn W. McGee has a Ph.D. in Business with a concentration in Marketing from the Kelley School of Business at Indiana University. The Vice Chancellor for Advancement is responsible for communications and marketing and development and alumni affairs. Dr. McGee's work experience crosses both the private sector and higher education. Dr. McGee has successfully operated an independent marketing consulting business for sixteen years, served as the Director for Enrollment Management and Visiting Assistant Professor of Marketing at Indiana University-Purdue University Columbus, where she taught at the undergraduate and graduate level for six years, and has five years experience in marketing roles with two Fortune 500 firms.

The Vice Chancellor for Student Development position is vacant. However, Vice Chancellor for Student Development is responsible for Admissions, Career and Disability Services, Financial Aid, Housing and Judicial, Military Programs, Student Life, and the TRIO/Opportunity Scholars Program.

The Chancellor and Vice Chancellors are required to possess the credentials, experience and competence appropriate for their areas of responsibility. Curricula vitae and transcripts are on file for the Chancellor and senior administrators, see **(Table 1)** for links. The Office of Academic Affairs is responsible for maintaining faculty files to include credentials and transcripts for all full-time and adjunct faculty. The Office of Human Resources maintains personnel records for all employees. Files containing all administrative staff position descriptions and resumes/applications are available in the Office of Human Resource.

The appointment process and annual reviews are designed to ensure the competency of the senior administrators. In addition, the USC Beaufort senior administrative team is evaluated by a process called 360 Degree Feedback [\[ii\]](#) for personal development at least every three years. This process allows direct reports, peers, supervisors and, as applicable, individuals external to USC Beaufort an opportunity to provide valuable feedback for these leaders on their characteristics as effective administrators. This evaluation survey is administered through an on-line data collection tool. Survey responses are kept confidential on a secure database. USC Beaufort's Office of Institutional Effectiveness and Research compiles and disseminates the results to the Chancellor and other members of the senior administrative team. The data released to the senior administrators is in summary form and no individual responses are released. The results of this survey are used for the ongoing development of the USC Beaufort senior administrative team.

In addition to the Chancellor's senior administrative team, department chair and directors provide academic and administrative support. The degrees and years of experience of all administrators listed on the organization chart are shown below in **(Table 1)**.

**Table 1 Administrative Officers**

<b>POSITION TITLE</b>	<b>NAME</b>	<b>DEGREE</b>	<b>YEARS EXPERIENCE</b>
<a href="#">Chancellor</a>	<a href="#">Jane T. Upshaw</a>	<a href="#">Ph.D.</a>	29
<a href="#">Executive Vice Chancellor for Academic Affairs</a>	<a href="#">Michael D. Parsons</a>	<a href="#">Ph.D.</a>	33
<a href="#">Interim Vice Chancellor for Finance and Operations</a>	<a href="#">B. Earle Holley</a>	<a href="#">M.A., C.P.A.</a>	34
<a href="#">Vice Chancellor for Advancement</a>	<a href="#">Lynn W. McGee</a>	<a href="#">Ph.D.</a>	31
<a href="#">Vice Chancellor for Student Development</a>	Vacant February 29, 2008		
<a href="#">Associate Chancellor for Community Outreach</a>	<a href="#">C. Leary Bell</a>	<a href="#">Ph.D.</a>	32
<a href="#">Chief Information Officer</a>	<a href="#">Hollis E. King, Jr.</a>	<a href="#">B.S.E.E.</a>	20
<a href="#">Director of Athletics Development</a>	<a href="#">Kim E. Abbott</a>	<a href="#">B.S.</a>	14
<a href="#">Associate Vice Chancellor for Academic Affairs and Institutional Effectiveness</a>	<a href="#">Martha A. Moriarty</a>	<a href="#">Ph.D.</a>	32
<a href="#">Assistant Vice Chancellor for Student Development</a>	<a href="#">Robert J. Hohman</a>	<a href="#">Ph.D.</a>	48
<a href="#">Department of English, Speech, and Theatre</a>	<a href="#">Carl P. Eby</a>	<a href="#">Ph.D.</a>	19
<a href="#">Department of Humanities and Fine Arts</a>	<a href="#">Juanita I. Villena-Alvarez</a>	<a href="#">Ph.D.</a>	22
<a href="#">Department of Education</a>	<a href="#">Melanie G. Pulaski</a>	<a href="#">M.Ed., M.A., CCC-SLP</a>	17
<a href="#">Department of Science and Mathematics</a>	<a href="#">Charles H. Keith</a>	<a href="#">Ph.D.</a>	34
<a href="#">Department of Business Administration</a>	<a href="#">Veronica M. Godshalk</a>	<a href="#">Ph.D.</a>	14
<a href="#">Department of Social Sciences</a>	<a href="#">Lynn M. Mulkey</a>	<a href="#">Ph.D.</a>	22
<a href="#">Department of Hospitality Management</a>	<a href="#">Charles L. Calvert</a>	<a href="#">Ed.D.</a>	20
<a href="#">Department of Nursing</a>	<a href="#">Susan C. Williams</a>	<a href="#">Ph.D., R.N.</a>	34

<a href="#">Director of Libraries</a>	<a href="#">Harvey D. Varnet</a>	<a href="#">D.A.</a>	36
<a href="#">Director of General Education</a>	<a href="#">Carl P. Eby</a>	<a href="#">Ph.D.</a>	19
<a href="#">Director of QEP</a>	<a href="#">Pamela Cooper</a>	<a href="#">Ph.D.</a>	30
<a href="#">Grants</a>	<a href="#">Amy E. Sears</a>	<a href="#">Ph.D.</a>	22
<a href="#">Director for Institutional Effectiveness and Research</a>	<a href="#">Jodi C. Herrin</a>	<a href="#">B.S.</a>	22
<a href="#">Registrar and Advising</a>	Vacant January 15, 2008		
<a href="#">Sea Island Institute</a>	Vacant November 15, 2007		
<a href="#">Center for Excellence in Collaborative Learning</a>	Vacant November 30, 2007		
<a href="#">Development and Alumni</a>	<a href="#">Colleen C. Callahan</a>	<a href="#">A.S.</a>	18
<a href="#">Communications and Marketing – Public Information</a>	<a href="#">Deborah H. Reynolds</a>	<a href="#">B.A.</a>	11
<a href="#">Center for Instruction Technology and Academic Resources</a>	<a href="#">Donna M. Moore</a>	<a href="#">Ed.D.</a>	20
<a href="#">Facilities and Maintenance</a>	<a href="#">R. Michael Parrott</a>	<a href="#">B.S.</a>	20
<a href="#">Public Safety</a>	<a href="#">D. Henry Garbade</a>	<a href="#">SC Criminal Justice Academy</a>	35
<a href="#">Bursar</a>	<a href="#">Mary C. Moonen</a>	<a href="#">B.A.</a>	10
<a href="#">Procurement</a>	<a href="#">Renda E. Montford</a>	<a href="#">B.A.</a>	8
<a href="#">Human Resources</a>	Vacant February 15, 2008		
<a href="#">Auxiliary Services - Bookstore</a>	<a href="#">Linda Mack</a>	<a href="#">B.S.</a>	19
<a href="#">Auxiliary Services – Cyber Cafe</a>	<a href="#">Juliana Swetman</a>	<a href="#">M.A.T.</a>	9
<a href="#">Admissions</a>	<a href="#">Donna H. Webb</a>	<a href="#">M.P.A.</a>	14
<a href="#">Career and Disability Services</a>	<a href="#">Elizabeth T. Wilson</a>	<a href="#">M.A.</a>	3
<a href="#">Financial Aid</a>	<a href="#">Patricia A. Greene</a>	<a href="#">B.S.</a>	14
<a href="#">Military Programs</a>	<a href="#">P. Leslie Brediger</a>	<a href="#">B.S.</a>	16

<a href="#">Student Life</a>	<a href="#">Kate Torborg Shuman</a>	<a href="#">M.Ed.</a>	5
<a href="#">TRIO/OSP</a>	<a href="#">Arturo U. Iriarte</a>	<a href="#">Ph.D.</a>	33
<a href="#">At Risk Family Institute</a>	<a href="#">Sally A. LaPoint</a>	<a href="#">Ed.D.</a>	36
<a href="#">Continuing Education</a>	<a href="#">Marilyn Arseneau</a>	<a href="#">M.Ed.</a>	6
<a href="#">Osher Lifelong Learning Institute</a>	<a href="#">Daniel S. Campbell</a>	<a href="#">B.A.</a>	36
<a href="#">Baseball</a>	<a href="#">Richard M. Sofield</a>	<a href="#">B.A.</a>	33
<a href="#">Golf</a>	Vacant		
<a href="#">Cross Country</a>	<a href="#">Lawrence G. Kimball</a>	<a href="#">M.S.</a>	36

**Supporting Documentation**

i [Chancellor Jane T. Upshaw's Biographical Information](#)

ii [360 Degree Feedback](#)