

## 5.4 Qualified administrative/academic officers

The institution employs and regularly evaluates administrative and academic officers with appropriate experience and qualifications to lead the institution.

**Compliance Judgment:** In Compliance

### Rationale

**Appropriate Experience and Qualifications of Incumbents.** Academic and administrative officers are required to possess the credentials, experience and competence appropriate for their areas of responsibility. The primary administrative officers at USC Aiken head divisions; report directly to the CEO, Chancellor Sandra Jordan; and serve on her cabinet. The Chancellor's cabinet consists of:

- Chancellor, Sandra J. Jordan, PhD;
- Executive Vice Chancellor for Academic Affairs and Provost, Daren Timmons, PhD;
- Vice Chancellor for Administration and Finance, Cam Reagin, MBA;
- Vice Chancellor for Student Life and Services, Ahmed Samaha, MEd;
- Vice Chancellor for University Advancement and External Relations, Mary Driscoll, BA;
- Vice Chancellor for Information Technology, Ernest M. Pringle, MPA.; and
- Director of Athletics, James Herlihy, MSSM.

Administrative units within divisions are typically headed by directors, while academic units consist of colleges and schools headed by deans. Colleges consist of departments headed by chairs. Consistent with the [organizational chart](#)<sup>[1]</sup> that graphically shows the divisional organization of USC Aiken, Table 5.4 below provides links to position descriptions, curriculum vitae or resumes, and transcripts for all academic and administrative officers. These documents show that administrative and academic officer incumbents are qualified for the positions they hold. Official copies of supporting documents are maintained in personnel files. The Office of Academic Affairs maintains faculty files that include transcripts, evaluations, and letters of appointment for academic unit heads. The Office of Human Resources maintains files for staff administrators that contain position descriptions, resumes, transcripts, and evaluations. Position descriptions of staff specify the minimum and preferred qualifications for the position.

**Table 5.4. Qualifications of Academic & Administrative Officer Incumbents**

Position (Position descriptions)	Incumbent (resumes & CVs)	Credentials (transcripts & certifications)	Relevant Experience
<a href="#">Chancellor</a> <sup>[2]</sup>	<a href="#">Sandra J. Jordan</a> <sup>[2]</sup>	<a href="#">PhD (Art History)</a> <sup>[2]</sup>	40 years of experience in higher education; 33 years in administrative positions. Served as a Departmental Chair for 9 years, Dean for more than 13, Associate Provost and Coordinator of Graduate Studies for 4 years, Provost for 5 years before assuming the role of Chancellor at USC Aiken in 2012. Completed the Harvard University Institute for Higher Education, Management Development Program in 2001; the Vanderbilt University Institute for Higher Education Management in 2006, and the 21st Institute Leadership Program sponsored by the American Association of Colleges and Universities and the American Academic Leadership Institute in 2009. Served on the Southern Association of Colleges and Schools Commission on Colleges Board of Directors and Executive Board. Is currently serving as on the Executive Board of the National Collegiate Athletic Association.

**Academic Affairs Division**

<a href="#">Executive Vice-Chancellor &amp; Provost</a> <sup>[3]</sup>	<a href="#">Daren J. Timmons</a> <sup>[3]</sup>	<a href="#">PhD (Chemistry)</a> <sup>[3]</sup>	More than 20 years of relevant higher education experience. Service included Academic Board and Department Head at Virginia Military Institute; service on the Assessment Committee, Academic Planning, and Review Committee. Served as Dean of the College of Science and Engineering at USC Aiken for 3 years.
<a href="#">Assistant Vice Chancellor for Academic Affairs</a> <sup>[4]</sup>	<a href="#">Timothy Lintner</a> <sup>[4]</sup>	<a href="#">PhD (Education)</a> <sup>[4]</sup>	20 years of relevant experience. Extensive experience with program coordination, leadership initiatives, pedagogical design and implementation, and teacher-training.
<a href="#">College of Arts, Humanities &amp; Social Sciences Dean</a> <sup>[5]</sup>	<a href="#">Mark Hollingsworth</a> <sup>[5]</sup>	<a href="#">DMA (Music)</a> <sup>[5]</sup>	37 years of relevant experience. Served as a university department chair (7 years); served on various committees: faculty evaluation (8 years), general education (6 years), budget and prioritization (2 years). Ten years of experience as a Dean, six at USC Aiken.
<a href="#">Director of the Etherredge Center</a> <sup>[6]</sup>	<a href="#">Paul Crook</a> <sup>[6]</sup>	<a href="#">MFA (Theatre)</a> <sup>[6]</sup>	23 year of relevant experience (2 years as Director of the Etherredge Center and 13 years as a tenured Professor and Co-Director of the Louisiana Tech Concert Association); experience with booking and negotiating contracts with touring companies; experience managing theatres and festivals.

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Position (Position descriptions)	Incumbent (resumes & CVs)	Credentials (transcripts & certifications)	Relevant Experience
<a href="#">Department of Communication Chair</a> <sup>[7]</sup>	<a href="#">Ben Triana</a> <sup>[7]</sup>	<a href="#">PhD (Communication)</a> <sup>[7]</sup>	5 years of relevant experience; well published in the area of communication, teaching experience at other higher education institutions
<a href="#">Department of English Chair</a> <sup>[8]</sup>	<a href="#">Andrew Geyer</a> <sup>[8]</sup>	<a href="#">PhD (English)</a> <sup>[8]</sup>	More than 25 years of higher education experience; 12 years of relevant administrative experience. Served as the USC Aiken Coordinator of Critical Inquiry for 3 years and Chair of the Department for 5 years; tenured Professor; completed the LEAD I Supervisory Essentials training program that is offered through the University of South Carolina system.
<a href="#">Department of History, Political Science &amp; Philosophy Chair</a> <sup>[9]</sup>	<a href="#">Elizabeth Georgian</a> <sup>[9]</sup>	<a href="#">PhD (History)</a> <sup>[9]</sup>	10 years of higher education experience; current Vice-president of the South Carolina Historical Association; experience serving on committees including academic services and courses and curricula committee; tenured Associate Professor of History.
<a href="#">Department of Languages, Literatures, &amp; Cultures Chair</a> <sup>[10]</sup>	<a href="#">Andrew Geyer</a> <sup>[10]</sup>	<a href="#">PhD (English)</a> <sup>[10]</sup>	More than 25 years of higher education experience; 12 years of relevant administrative experience. Served as the USC Aiken Coordinator of Critical Inquiry for 3 years and Chair of the Department for 2 years; completed the LEAD I Supervisory Essentials training program that is offered through the University of South Carolina system.
<a href="#">Department of Sociology Chair</a> <sup>[11]</sup>	<a href="#">Christine Wernet</a> <sup>[11]</sup>	<a href="#">PhD (Sociology)</a> <sup>[11]</sup>	26 years of higher education experience; extensive experience serving of committees; tenured Professor of Sociology
<a href="#">Department of Visual &amp; Performing Arts Chair</a> <sup>[12]</sup>	<a href="#">Joel Scrapper</a> <sup>[12]</sup>	<a href="#">DMA (Music)</a> <sup>[12]</sup>	13 years of relevant experience in higher education with 2 years as Chair of the department; experienced with professional accreditation compliance and authoring reports for the National Association of Schools of Music and the National Association of Schools of Art and Design; a fellow of the University of South Carolina system Leadership training.
<a href="#">College of Sciences &amp; Engineering Dean</a> <sup>[13]</sup>	<a href="#">Chad Leverette</a> <sup>[13]</sup>	<a href="#">PhD (Analytical Chemistry)</a> <sup>[13]</sup>	22 years of relevant experience in industry and higher education; 11 years of leadership positions in higher education, PI/CoPI on grants of approximately \$750,000. Recipient of the SC Governor's Distinguished Professor Award and numerous accolades related to teaching and scholarly work.
<a href="#">Department of Biology &amp; Geology Chair</a> <sup>[14]</sup>	<a href="#">William Jackson</a> <sup>[14]</sup>	<a href="#">PhD (Immunology &amp; Microbiology)</a> <sup>[14]</sup>	30 years of relevant experience in higher education, 16 as Chair of the department; PI/CoPI on grants exceeding \$2.5 million; completed the University of South Carolina system Leadership Program.

**Table 5.4. Qualifications of Academic & Administrative Officer Incumbents**

Position (Position descriptions)	Incumbent (resumes & CVs)	Credentials (transcripts & certifications)	Relevant Experience
<a href="#">Department of Chemistry and Physics Chair</a> <sup>[15]</sup>	<a href="#">Gerard Rowe</a> <sup>[15]</sup>	<a href="#">PhD (Inorganic and Bioinorganic Chemistry)</a> <sup>[15]</sup>	8 years of relevant experience in higher education; service on Standing Committees of Faculty Assembly including the General Education Committee and the Academic Assessment Committee; tenured Associate Professor
<a href="#">Department of Exercise and Sports Science Chair</a> <sup>[16]</sup>	<a href="#">Chris DeWitt</a> <sup>[16]</sup>	<a href="#">PhD (Biomedical Sciences)</a> <sup>[16]</sup>	35 years of relevant experience; 15 years in current position as Chair; applied experience in a hospital supervisory position.
<a href="#">Department of Mathematical Sciences and Engineering Chair</a> <sup>[17]</sup>	<a href="#">Mohammad Hailat</a> <sup>[17]</sup>	<a href="#">PhD (Mathematics)</a> <sup>[17]</sup>	21 years of relevant experience; 18 years in current position as Chair; has attended several conferences and workshops on different aspects of university administration; served for 3 years as a Dean of Arts and Science at an international university.
<a href="#">Department of Psychology Chair</a> <sup>[18]</sup>	<a href="#">Edward Callen</a> <sup>[18]</sup>	<a href="#">PhD (Experimental Psychology)</a> <sup>[18]</sup>	30 years of relevant experience; 27 years as Chair, has held numerous leadership positions and has received numerous awards
<a href="#">Psychology Graduate Director</a> <sup>[19]</sup>	<a href="#">Jane Stafford</a> <sup>[19]</sup>	<a href="#">PhD (Clinical Psychology)</a> <sup>[19]</sup>	14 years of relevant experience; 11 in the current position as Director of the graduate program; currently the Chair of the national accrediting body for master's programs in psychology and counseling (Masters in Psychology and Counseling Accreditation Council); served as a board member of MPCAC for several years; experienced in review of materials submitted by programs seeking accreditation and in conducting of site visits of programs seeking accreditation
<a href="#">School of Business Administration Dean</a> <sup>[20]</sup>	<a href="#">Michael J. Fekula</a> <sup>[20]</sup>	<a href="#">PhD (Business Administration)</a> <sup>[20]</sup>	33 years of relevant experience, 4 as Dean of the School at USC Aiken; 20 years Air Force Supervisory experience; Experience as a Department Chair, Academic Program Development; is certified to teach online; extensive experience in leadership and leadership studies
<a href="#">School of Education Dean</a> <sup>[21]</sup>	<a href="#">Judy Beck</a> <sup>[21]</sup>	<a href="#">PhD (Curriculum &amp; Instruction)</a> <sup>[21]</sup>	25 years of relevant experience in higher education, 13 as a Dean of Education and 5 as the Dean of the School of Education at USC Aiken; graduate of the AACTE Leadership Academy, designed to assist new administrators in developing the powerful leadership and administrative skills needed to succeed while cultivating a network of supportive peers. Completed several workshops designed to advance women's leadership in higher education.

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Position (Position descriptions)	Incumbent (resumes & CVs)	Credentials (transcripts & certifications)	Relevant Experience
<a href="#">Director of the Ruth Patrick Science Education Center</a> <sup>[22]</sup>	<a href="#">Gary Senn</a> <sup>[22]</sup>	<a href="#">PhD (Science Education)</a> <sup>[22]</sup>	36 years of relevant experience, 12 years in current position
<a href="#">School of Nursing Dean</a> <sup>[23]</sup>	<a href="#">Thayer McGahee</a> <sup>[23]</sup>	<a href="#">PhD (Nursing)</a> <sup>[23]</sup>	26 years of relevant experience in higher education, 14 in leadership positions; 7 years as Dean of the School of Nursing at USC Aiken
<a href="#">Associate Vice Chancellor for Enrollment Services</a> <sup>[24]</sup>	<a href="#">Daniel Robb</a> <sup>[24]</sup>	<a href="#">MBA (Business Administration)</a> <sup>[24]</sup>	23 years of relevant experience across diverse types of institutions, 10 years as the Associate Vice Chancellor for Enrollment Services; has held numerous national offices in professional associations; has served as a conference keynote speaker, and has presented numerous times on various topics on critical issues related to enrollment management.
<a href="#">Director of Admissions</a> <sup>[25]</sup>	<a href="#">Andrew Hendrix</a> <sup>[25]</sup>	<a href="#">BA (History)</a> <sup>[25]</sup>	25 years of relevant higher education experience in admissions, 18 years of experience as director of admissions
<a href="#">Director of Career Services</a> <sup>[26]</sup>	<a href="#">Corey Feraldi</a> <sup>[26]</sup>	<a href="#">MS (Student Personnel Administration)</a> <sup>[26]</sup>	27 years of relevant experience, 24 as director of career service; qualified to use Myer-Briggs Type Indicator and StrengthsFinder assessments; served as President of the South Carolina Association of Colleges and Employers.
<a href="#">Director of Financial Aid</a> <sup>[27]</sup>	<a href="#">Anthony Carter</a> <sup>[27]</sup>	<a href="#">MA (Higher Education Administration)</a> <sup>[27]</sup>	31 years of relevant experience, 25 as a Director of Financial Aid; experience as a financial aid consultant
<a href="#">Registrar</a> <sup>[28]</sup>	<a href="#">Brock Gilliam</a> <sup>[28]</sup>	<a href="#">MS (Sports Studies)</a> <sup>[28]</sup>	12 years of relevant experience, 2 as the registrar at USC Aiken; completed the University of South Carolina system LEAD program
<a href="#">Director of Library</a> <sup>[29]</sup>	<a href="#">Rodney Lippard</a> <sup>[29]</sup>	<a href="#">MLIS (Library)</a> <sup>[29]</sup>	31 years of relevant library service in higher education, 16 years of experience as a Library director; completed the Harvard Leadership Institute program for academic librarians; has held leadership positions in local, state, and national library associations; serves as Chair of the Task Force on Shared Collections and Shared Print for the Partnership Among South Carolina Libraries (PASCAL).
<a href="#">Director of the Student Achievement Center</a> <sup>[30]</sup>	<a href="#">Rodney Lippard</a> <sup>[30]</sup>	<a href="#">MLIS (Library)</a> <sup>[30]</sup>	15 years of relevant higher education experience, 16 years of experience as a Library director; 13 years leading an academic support unit

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Position (Position descriptions)	Incumbent (resumes & CVs)	Credentials (transcripts & certifications)	Relevant Experience
<a href="#">Director of External Programs and Continuing Education</a> <sup>[31]</sup>	<a href="#">Karen Edgington</a> <sup>[31]</sup>	<a href="#">MBA (Business Administration)</a> <sup>[31]</sup>	23 years of relevant experience in initiating, leading, and directing centers within a university setting, that places emphasis on collaborative partnerships and public relations
<a href="#">Co-Director of the Center for Research Excellence</a> <sup>[32]</sup>	<a href="#">William Jackson</a> <sup>[32]</sup>	<a href="#">PhD (Immunology &amp; Microbiology)</a> <sup>[32]</sup>	25 years of relevant experience in higher education, PI/CoPI on grants exceeding \$2.5 million.
<a href="#">Co-Director of the Center for Research Excellence</a> <sup>[33]</sup>	<a href="#">Michelle Harmon</a> <sup>[33]</sup>	<a href="#">PhD (Environmental Health Science)</a> <sup>[33]</sup>	20 years of relevant research experience; 19 years of higher education experience; tenured, Associate Professor; experience as a Professional Fellow with the U.S. Department of Energy and as an Environmental Scientist with Halliburton NUS Environmental Corporation. Numerous publications and active research agenda; extensive experience directing research, managing grant budgets, and managing academic and commercial laboratories, all of which are relevant to the responsibilities of this position
<a href="#">Director of the Center for Teaching Excellence</a> <sup>[34]</sup>	<a href="#">Timothy Lintner</a> <sup>[34]</sup>	<a href="#">PhD (Education)</a> <sup>[34]</sup>	20 years of relevant experience, 5 years as Director of the Center for Teaching Excellence; extensive experience with program coordination, leadership initiatives, and teacher- training
<a href="#">Director of Distance Learning</a> <sup>[35]</sup>	<a href="#">James Edwards</a> <sup>[35]</sup>	<a href="#">PhD (Curriculum and Instruction)</a> <sup>[35]</sup>	9 years of relevant experience, 2 as the Director of Distance Education at USC Aiken; experienced as an Instructional Designer, teaching online, and creation of hybrid courses; holds Quality Matters Peer and Master Reviewer certifications
<a href="#">Director of the Honors Program</a> <sup>[36]</sup>	<a href="#">Michelle Petrie</a> <sup>[36]</sup>	<a href="#">PhD (Sociology)</a> <sup>[36]</sup>	17 years of relevant experience, 4 years as Director of the Honors program at USC Aiken. Previously worked at an institution with an honors program providing familiarity, as well as a different context, of college honors programs. Serves on the Honors Steering Committee and prior to becoming the director, worked with honors program students on honors enrichment projects. Has been active in research in her field and has leadership experience chairing committees

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Position (Position descriptions)	Incumbent (resumes & CVs)	Credentials (transcripts & certifications)	Relevant Experience
<a href="#">Director of Institutional Effectiveness, Research, &amp; Compliance</a> <sup>[37]</sup>	<a href="#">Nicole Spensley</a> <sup>[37]</sup>	<a href="#">MSc (Psychology)</a> <sup>[37]</sup>	9 years of relevant experience in higher education, 2 years as Director of Institutional Effectiveness, Research & Compliance at USC Aiken; increasing roles in the area of institutional research and assessment; graduate certificate in applied statistics
<a href="#">Director of Sponsored Research</a> <sup>[38]</sup>	<a href="#">Chad Leverette</a> <sup>[38]</sup>	<a href="#">PhD (Analytical Chemistry)</a> <sup>[38]</sup>	22 years of relevant experience in industry and higher education; 11 years of leadership positions in higher education, PI/CoPI on grants of approximately \$750,000. Recipient of the SC Governor's Distinguished Professor Award and numerous accolades related to teaching and scholarly work.
<a href="#">Director of Successful Transition and Readiness Program</a> <sup>[39]</sup>	<a href="#">Stacie Williams</a> <sup>[39]</sup>	<a href="#">PhD (Educational Administration)</a> <sup>[39]</sup>	21 years of relevant experience in higher education, 5 years as a Director of transition programs; graduate research focus on first generation students
<a href="#">Director of Veterans and Military Student Success Center</a> <sup>[40]</sup>	<a href="#">Robert Murphy</a> <sup>[40]</sup>	<a href="#">MBA (Business Administration)</a> <sup>[40]</sup>	39 years of relevant experience. Retired United States Marine Corps Non-commissioned Officer supporting combat operations and leading Marines. Extensive international relations activities working in both the Far East and the Middle East. National speaker for non-traditional students/veteran and military students integration into education.

**University Advancement and External Relations Division**

<a href="#">Vice Chancellor for University Advancement &amp; External Relations</a> <sup>[41]</sup>	<a href="#">Mary Driscoll</a> <sup>[41]</sup>	<a href="#">BA (Psychology)</a> <sup>[41]</sup>	32 years of experience in higher education, 12 years' experience at cabinet or executive level positions leading university advancement. Experienced leading capital campaigns and fundraising. 20 graduate semester hours completed toward an MBA
<a href="#">Interim Director of Alumni Relations &amp; Community Partners</a> <sup>[42]</sup>	<a href="#">Jim Herlihy</a> <sup>[42]</sup>	<a href="#">MSHES (Consumer Sciences - Sports Management)</a> <sup>[42]</sup>	12 years of experience as an athletic director; experienced with fund raising and friend-building; the interim appointment leverages the natural synergy between athletics and the alumni base to facilitate an ongoing relationship between alumni and the university.
<a href="#">Director of Major Gifts</a> <sup>[43]</sup>	<a href="#">Robin Callicott</a> <sup>[43]</sup>	<a href="#">BA (History)</a> <sup>[43]</sup>	13 years of relevant experience, 8 years of experience for annual, capital, and endowment fundraising to support 10 YMCAs, one licensed childcare center, 31 school-based and non- school childcare sites, and a resident camp. Successful grant writer with history of almost \$2,000,000 annually. Recipient of the Eagle Award for Excellence in Fundraising.

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Position (Position descriptions)	Incumbent (resumes & CVs)	Credentials (transcripts & certifications)	Relevant Experience
<a href="#">Director of Marketing &amp; Community Relations</a> [44]	<a href="#">James Raby</a> [44]	<a href="#">M.A. (Communications)</a> [44]	25 years of relevant experience in the professional services arena as well as higher education. Experienced with strategic, integrated marketing plans, and a wide variety of marketing activities; an early adopter in the strategic use of new media as it relates to content and in-bound marketing, brand messaging, public relations, and as the primary vehicle for communicating with and engaging constituents
<a href="#">Director of Public Information</a> [45]	<a href="#">Leslie Hull-Ryde</a> [45]	<a href="#">MA (Communications)</a> [45]	25 years of relevant experience; as a career public affairs officer for the U.S. Navy and worked as a press officer and spokesperson for the Department of Defense in the Pentagon

**Finance & Administration Division**

<a href="#">Vice Chancellor for Finance &amp; Administration</a> [46]	<a href="#">Cam Reagin</a> [46]	<a href="#">MBA (Business)</a> [46]	20 years of relevant experience in higher education; 3 as the Vice Chancellor for Finance and Administration at USC Aiken; holds a CPA certification
<a href="#">Executive Director of Campus Auxiliary &amp; Support Services</a> [47]	<a href="#">Jeff Jenik</a> [47]	<a href="#">BS (Food Service Management)</a> [47]	32 years of relevant experience in food services; 21 years of experience as director of purchasing and campus support services
<a href="#">Controller</a> [48]	<a href="#">Kevin Crawford</a> [48]	<a href="#">PhD (Business Administration)</a> [48]	33 years of relevant higher education experience. Senior level executive with extensive hands-on experience in management, business leadership, working with board of directors, finance, and investment committees, donors, senior bank administrators, and attorneys; Well-established record of success, and significantly growing enterprise value. Strong in GAAP compliance, SOX, IRS regulations, budgets, cash forecasts, business valuations, acquisitions, IRS/DOL/CPA/Audits/pension plans.
<a href="#">Director of Human Resources &amp; Affirmative Action</a> [49]	<a href="#">Carla Hayes</a> [49]	<a href="#">MEd (Community &amp; Adult Programs)</a> [49]	23 years of relevant higher education experience, 20 years in Human Resources.



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Position (Position descriptions)	Incumbent (resumes & CVs)	Credentials (transcripts & certifications)	Relevant Experience
<a href="#">Senior University Facilities Executive</a> <sup>[50]</sup>	<a href="#">Brian Enter</a> <sup>[50]</sup>	<a href="#">BS (Engineering)</a> <sup>[50]</sup>	14 years of relevant experience; USC L.E.A.D I Supervisor Cert., INPO First Line Supervisor Cert. Leadership Aiken County 2015 Graduate. Project Management Concepts and Applications Certification
<a href="#">Director of the Children's Center</a> <sup>[51]</sup>	<a href="#">Lynn Williams</a> <sup>[51]</sup>	<a href="#">BS (Psychology)</a> <sup>[51]</sup>	Over 32 years of experience working as teacher/director, 20 years as a director of child care centers. Extensive experience performing classroom management, managerial duties and staff motivation. Solid knowledge of developmental stages; successful childcare strategies and effective communication.
<a href="#">Chief of Police</a> <sup>[52]</sup>	<a href="#">Jason Zike</a> <sup>[52]</sup>	<a href="#">Graduate courses (Criminal Justice Administration)</a> <sup>[52]</sup>	18 years of relevant experience as a police officer; 26 years of service in the North Carolina Army National Guard; currently holds the rank of Command Sergeant Major; completed 12 graduate hours in criminal justice administration
<a href="#">Budget Director</a> <sup>[53]</sup>	<a href="#">Angie Osbon</a> <sup>[53]</sup>	<a href="#">MBA (Business Administration)</a> <sup>[53]</sup>	25 years of experience in higher education

**Student Affairs Division**

<a href="#">Vice Chancellor of Student Affairs</a> <sup>[54]</sup>	<a href="#">Ahmed Samaha</a> <sup>[54]</sup>	<a href="#">MEd (Student Personnel in Higher Education)</a> <sup>[54]</sup>	25 years of relevant experience; Chair of NACA; Chaired several national leadership seminars for NACA; Created several leadership experiences for college students
<a href="#">Associate Director of Student Life</a> <sup>[55]</sup>	<a href="#">Kevin Nolan</a> <sup>[55]</sup>	<a href="#">Graduate courses (Higher Education and Student Affairs)</a> <sup>[55]</sup>	8 years of relevant experience
<a href="#">Assistant Director of Diversity Initiatives</a> <sup>[56]</sup>	<a href="#">Hoss Brown</a> <sup>[56]</sup>	<a href="#">MA (Communication)</a> <sup>[56]</sup>	2 years of relevant experience; has conducted research on Israel – Palestine relationships; leadership experiences n diversity and inclusion councils

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<a href="#">Director of Assessment for Student Affairs</a> <sup>[57]</sup>	<a href="#">Deri Wills</a> <sup>[57]</sup>	<a href="#">MS (Health Sciences)</a> <sup>[57]</sup>	27 years of relevant experience, 10 years in current position; graduate of the Donald D. Gehring Campus Judicial Affairs Training Institute
<a href="#">Assistant Director of Student Life - International Programs</a> <sup>[58]</sup>	<a href="#">Liz Dille</a> <sup>[58]</sup>	<a href="#">MA (Applied History)</a> <sup>[58]</sup>	10 years of relevant experience in the area of International programs; experienced in the administration of international exchange programs and study abroad; member of the National Association of International Educators; trained in the regulatory areas of J-1 and F-1 visas, SEVIS records, and immigration
<a href="#">Director of Counseling, Student Health &amp; Disability Services</a> <sup>[59]</sup>	<a href="#">Cindy Gelinas</a> <sup>[59]</sup>	<a href="#">MSW (Social Work)</a> <sup>[59]</sup>	23 years of relevant counseling experience, 17 years in current position
<a href="#">Director of Housing &amp; Residence Life</a> <sup>[60]</sup>	<a href="#">Kevin Kerr</a> <sup>[60]</sup>	<a href="#">MEd (Counselor Education)</a> <sup>[60]</sup>	22 years of relevant experience in university housing and residence life
<a href="#">Director of Campus Recreation &amp; Wellness</a> <sup>[61]</sup>	<a href="#">Mila Padgett</a> <sup>[61]</sup>	<a href="#">MS (Human Performance - Exercise Science)</a> <sup>[61]</sup>	26 years of relevant experience as a Wellness Coordinator or Director. Holds certifications from the National Intramural Recreational Sports Association, American College of Sports Medicine, National Strength and Conditioning Association and Aerobics and Fitness Association of America.

**Information Technology Division**

<a href="#">Vice Chancellor for Information Technology</a> <sup>[62]</sup>	<a href="#">Ernest Pringle</a> <sup>[62]</sup>	<a href="#">MPA (Information Systems)</a> <sup>[62]</sup>	27 years of relevant experience in higher education; EDUCAUSE Leading Change Institute Fellow
<a href="#">Director of Network Systems</a> <sup>[63]</sup>	<a href="#">Christian Price</a> <sup>[63]</sup>	<a href="#">BFA (Art) &amp; IT Certifications</a> <sup>[63]</sup>	14 years of relevant experience, 12 years as an Information Technology Director or as a system manager, holds certifications such as the ITIL Foundations certificate in IT Service Management and the University of South Carolina system LEAD I and LEAD II leadership training

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<a href="#">Director of Client Services</a> <sup>[64]</sup>	<a href="#">Chris Spires</a> <sup>[64]</sup>	<a href="#">BS (IT - Networks Administration)</a> <sup>[64]</sup>	27 years of relevant experience; 6 years of experience as a computer and telecommunications support technician with the United States Air Force Space Command; Certifications in Project+, Network+, A= Core Hardware, A+ Operating System Technologies, and Installing, Configuring, and Administering Microsoft Windows XP Professional
<a href="#">Director of Instructional Services</a> <sup>[65]</sup>	<a href="#">Keith Pierce</a> <sup>[65]</sup>	<a href="#">MEd (Instructional Technology)</a> <sup>[65]</sup>	32 years of relevant experience; 27 years as a director of instruction services

**Athletics**

<a href="#">Director of Athletics</a> <sup>[66]</sup>	<a href="#">Jim Herlihy</a> <sup>[66]</sup>	<a href="#">MSHES (Consumer Sciences - Sports Management)</a> <sup>[66]</sup>	33 years of relevant experience, 12 as an athletic director; served in leadership roles within the NCAA governance structure, conference offices, and as a board member of the Division II Athletic Directors Association
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**Appointment or Hiring of New Administrative and Academic Officers.** The appointment process for new administrative and academic officers is designed to ensure the initial competency of all administrators. Job posting for positions clearly stipulate required and preferred credentials and experience, as stipulated in the position descriptions presented in Table 5.4. Examples of recent academic and administrative officer level jobs posted at our Human Resources website show the requirements for the position of the [Dean of the College of Science and Engineering](#) <sup>[67]</sup> and the [Director of Network Systems](#).<sup>[68]</sup> The Dean of the College of Science and Engineering position required a terminal degree and record of distinguished academic achievement appropriate for appointment at the rank of full professor in a department of the College; strong written and oral communication skills; a commitment to excellence in teaching/learning, scholarship/creative activities, and service to the university and surrounding community; a record of successful administration in higher education at the department chair level or higher; a demonstrated record in the acquisition of external resources; a thorough understanding of the disciplines and curricula within the respective colleges; a commitment to maintaining and extending student and faculty diversity; and an ability to foster a collegial and collaborative academic environment. The Director of Network Systems position required at least a bachelor's degree in a relevant discipline; 6 years of experience in designing, implementing and maintaining desktop, virtual and network operating systems; 6 years of experience in network operations; experience with Active Directory, Windows, Windows Server, Office 365, Cisco, and TCP/IP; and two years of supervisory experience.

**Evaluation of Administrative Officers.** Annual performance reviews are designed to ensure the continuing competency of all administrators. All administrative officers and staff are evaluated annually in May by their immediate supervisor relative to their job responsibilities and performance goals set the prior year. Two illustrative examples of director evaluations are provided – the [Director of Career Services](#) <sup>[69]</sup> and the [Director of the Veterans and Military Student Success Center](#).<sup>[70]</sup>

**Evaluation of Academic Officers.** In addition to the faculty evaluation processes presented in the [narrative of Standard 6.3](#),<sup>[71]</sup> academic deans and

department chairs are evaluated annually with respect to their administrative duties. Each year, faculty within each unit are invited to complete an online performance [evaluation survey of their department chair or school dean](#) <sup>[72]</sup> and chairs within the colleges are invited to [evaluate their college dean](#).<sup>[73]</sup> The surveys provide data for a performance report that is provided to the unit head and his/her immediate supervisor as a formative assessment. Examples of completed annual academic unit head evaluations are provided for an [academic chair](#) <sup>[74]</sup> and a [college dean](#).<sup>[75]</sup>

**Evaluation of Cabinet Level Officers.** Senior cabinet-level administrators are evaluated each year by the Chancellor with respect to their assigned responsibilities in the same manner as other staff employees. An illustrative example of the [2019 evaluation of a Vice Chancellor](#) <sup>[76]</sup> is provided. Further, every two or three years, senior administrators are evaluated through the use of a [360 Degree Evaluation Survey](#).<sup>[77]</sup> This process allows direct reports, peers, supervisors and individuals external to USC Aiken an opportunity to provide valuable feedback for these leaders on their effectiveness. Evaluation surveys are administered through an on-line data collection tool and survey responses are kept confidential on a secure database. USC Aiken's Office of Institutional Effectiveness, Research & Compliance compiles and disseminates the results to the Chancellor and members of the senior administrative team as appropriate. An example of a recent [360 evaluation completed on a senior cabinet-level officer](#) <sup>[78]</sup> is provided.

### Supporting Documentation

1. [USC Aiken Organization Chart](#)
2. [Chancellor Position & Incumbent](#)
3. [Executive Vice-Chancellor & Provost Position & Incumbent Qualifications](#)
4. [Assistant Vice Chancellor for Academic Affairs Position & Incumbent Qualifications](#)
5. [Dean of the College of Arts, Humanities & Social Sciences Position & Incumbent Qualifications](#)
6. [Director of the Etherredge Center Position & Incumbent Qualifications](#)

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7. [Chair of the Department of Communication Position & Incumbent Qualifications](#)
  8. [Chair of the Department of English Position & Incumbent Qualifications](#)
  9. [Chair of the Department of History Political Science, & Philosophy Position & Incumbent Qualifications](#)
  10. [Chair of the Department of Languages, Literatures, & Cultures Position & Incumbent Qualifications](#)
  11. [Chair of the Department of Sociology Position & Incumbent Qualifications](#)
  12. [Chair of the Department of Visual & Performing Arts Position & Incumbent Qualifications](#)
  13. [Dean of the College of Sciences & Engineering Position & Incumbent Qualifications](#)
  14. [Chair of the Department of Biology & Geology Position & Incumbent Qualifications](#)
  15. [Chair of the Department of Chemistry & Physics Position & Incumbent Qualifications](#)
  16. [Chair of the Department of Exercise & Sports Science Position & Incumbent Qualifications](#)
  17. [Chair of the Department of Mathematical Sciences Position & Incumbent Qualifications](#)
  18. [Chair of the Department of Psychology Position & Incumbent Qualifications](#)
  19. [Director of the Psychology Graduate Program & Incumbent Qualifications](#)
  20. [Dean of the School of Business Administration Position & Incumbent Qualifications](#)
  21. [Dean of the School of Education Position & Incumbent Qualifications](#)
  22. [Director of the Ruth Patrick Science Education Center Position & Incumbent Qualifications](#)
  23. [Dean of the School of Nursing Position & Incumbent Qualifications](#)
  24. [Associate Vice Chancellor for Enrollment Services Position & Incumbent Qualifications](#)
  25. [Director of Admissions Position & Incumbent Qualifications](#)
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26. [Director of Career Services Position & Incumbent Qualifications](#)
  27. [Director of Financial Aid Position & Incumbent Qualifications](#)
  28. [Registrar Position & Incumbent Qualifications](#)
  29. [Director of the Library Position & Incumbent Qualifications](#)
  30. [Director of the Student Achievement Center Position & Incumbent Qualifications](#)
  31. [Director of External Programs and Continuing Education Position & Incumbent Qualifications](#)
  32. [Co-Director of the Center for Research Excellence Position & Incumbent Qualifications](#)
  33. [Co-Director of the Center for Research Excellence Position & Incumbent Qualifications](#)
  34. [Director of the Center for Teaching Excellence Position & Incumbent Qualifications](#)
  35. [Director of Distance Learning Position & Incumbent Qualifications](#)
  36. [Director of the Honors Program Position & Incumbent Qualifications](#)
  37. [Director of Institutional Effectiveness, Research, & Compliance Position & Incumbent Qualifications](#)
  38. [Director of Sponsored Research Position & Incumbent Qualifications](#)
  39. [Director of Successful Transition and Readiness Program Position & Incumbent Qualifications](#)
  40. [Director of the Veterans and Military Student Success Center Position & Incumbent Qualifications](#)
  41. [Vice Chancellor for University Advancement & External Relations Position & Incumbent Qualifications](#)
  42. [Director of Alumni Relations & Community Partners Position & Incumbent Qualifications](#)
  43. [Director of Major Gifts Position & Incumbent Qualifications](#)
  44. [Director of Marketing & Community Relations Position & Incumbent Qualifications](#)
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46. [Vice Chancellor for Finance & Administration Position & Incumbent Qualifications](#)
  47. [Executive Director of Campus Auxiliary & Support Services Position & Incumbent Qualifications](#)
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  49. [Director of Human Resources & Affirmative Action Position & Incumbent Qualifications](#)
  50. [Senior University Facilities Executive Position & Incumbent Qualifications](#)
  51. [Director of the Children's Center Position & Incumbent Qualifications](#)
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  56. [Assistant Director of Diversity Initiatives Position & Incumbent Qualifications](#)
  57. [Director of Assessment for Student Affairs Position & Incumbent Qualifications](#)
  58. [Assistant Director of Student Life - International Programs Position & Incumbent Qualifications](#)
  59. [Director of Counseling, Student Health & Disability Services Position & Incumbent Qualifications](#)
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