

**SOUTH CAROLINA**  
COMMISSION ON HIGHER EDUCATION

May 8, 2019

VIA ELECTRONIC TRANSMISSION

Mr. Andrew C. Brack  
P.O. Box 22261  
Charleston, SC 29413  
[brack@statehousereport.com](mailto:brack@statehousereport.com)

Dear Mr. Brack:

Pursuant to your South Carolina Freedom of Information Act request, enclosed is the information gathered on the final three applicants for the South Carolina Commission on Higher Education's President and Executive Director position search. We have redacted the information of a personal nature.

Sincerely,

A handwritten signature in blue ink that reads "Mike LeFever".

Mike LeFever  
Interim President and Executive Director

## EMPLOYMENT APPLICATION



**STATE OF SOUTH CAROLINA**  
 Division of Human Resources 8301 Parklane Road, Suite A220  
 Columbia, South Carolina 29223  
 (803) 896-5300  
<http://www.jobs.sc.gov>

**Broadwater, Mary J**  
**87516 PRESIDENT AND EXECUTIVE DIRECTOR**

**Received:** 3/31/19 11:36 PM

**For Official Use Only:**

QUAL: \_\_\_\_\_

DNQ: \_\_\_\_\_

Experience

Training

Other: \_\_\_\_\_

## PERSONAL INFORMATION

<b>POSITION TITLE:</b> PRESIDENT AND EXECUTIVE DIRECTOR		<b>EXAM ID#:</b> 87516
<b>NAME:</b> (Last, First, Middle) Broadwater, Mary J		<b>SOCIAL SECURITY NUMBER:</b> N/A
<b>ADDRESS:</b> (Street, City, State, Zip Code) [REDACTED]		<b>EMAIL ADDRESS:</b> [REDACTED]
<b>HOME PHONE:</b> [REDACTED]	<b>ALTERNATE PHONE:</b> [REDACTED]	<b>NOTIFICATION PREFERENCE:</b> Email
<b>DRIVER'S LICENSE:</b> <input type="checkbox"/> Yes <input type="checkbox"/> No	<b>DRIVER'S LICENSE:</b> State: MD Number: [REDACTED]	<b>LEGAL RIGHT TO WORK IN THE UNITED STATES?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No

## PREFERENCES

<b>MINIMUM COMPENSATION:</b>	<b>ARE YOU WILLING TO RELOCATE?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe
<b>WHAT TYPE OF JOB ARE YOU LOOKING FOR?</b> Regular	
<b>TYPES OF WORK YOU WILL ACCEPT:</b> Full Time	
<b>SHIFTS YOU WILL ACCEPT:</b> Day, Evening, Night	
<b>OBJECTIVE:</b> To use my background and experience in a position that provides both challenging and satisfying work and compensates me commensurate with my contributions.	

## EDUCATION

<b>DATES:</b> From: 8/1987 To: 2/1992	<b>SCHOOL NAME:</b> Georgetown University Law Center	
<b>LOCATION:(City, State)</b> Washington , District of Columbia	<b>DID YOU GRADUATE?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No	<b>DEGREE RECEIVED:</b> Doctorate
<b>MAJOR:</b> Law	<b>UNITS COMPLETED:</b>	
<b>DATES:</b> From: 8/1983 To: 5/1987	<b>SCHOOL NAME:</b> Georgetown University	
<b>LOCATION:(City, State)</b> Washington , District of Columbia	<b>DID YOU GRADUATE?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No	<b>DEGREE RECEIVED:</b> Bachelor's
<b>MAJOR:</b> English	<b>UNITS COMPLETED:</b>	
<b>DATES:</b> From: 8/1979 To: 5/1983	<b>SCHOOL NAME:</b> Dreher	
<b>LOCATION:(City, State)</b> Columbia , South Carolina	<b>DID YOU GRADUATE?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No	<b>DEGREE RECEIVED:</b> High School Diploma

## WORK EXPERIENCE

<b>DATES:</b> From: 6/2011 To: Present	<b>EMPLOYER:</b> Laureate Education, Inc.	<b>POSITION TITLE:</b> Assistant Divisional Counsel
<b>ADDRESS:</b> (Street, City, State, Zip Code) 650 S. Exeter St., Baltimore, Maryland, 21202		<b>COMPANY URL:</b> <a href="https://www.laureate.net/">https://www.laureate.net/</a>
<b>PHONE NUMBER:</b> 8664528732	<b>SUPERVISOR:</b> Staci Shelley - VP and Assistant GC	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>HOURS PER WEEK:</b> 37.5	<b>SALARY:</b> \$0.00/month	<b># OF EMPLOYEES SUPERVISED:</b>

**DUTIES:**

- Grievances, Code of Conduct or Ethics Violations, and Dismissals: Provide legal advice to business partners recommendations to resolve contested matters. Primary legal contact on cross-matrixed teams investigating student complaints, grievances, and appeals and ensuring resolutions are in accordance with policies and procedures. Developed the protocol for revocation of a degree when University discovers cheating after conferral.
- Faculty/Staff Discipline and Dismissals: Review and investigate faculty or staff ethical violations reported to the agency's hotline, and render agency decisions and recommendations for sanctions, if warranted. Assist academic leaders in managing the performance of faculty and documentation required for associated discipline, by drafting and submitting position statements, participating in mediation/hearings, or negotiating severance agreements.
- Subject Matter Expert: Serve as primary point of contact and subject matter expert for University matters that involve Military Affairs,



articulation agreements, competency-based learning, specialized accreditation reports, and international recognition issues. Handle approximately 30 or more matters each year emanating from these areas.

- Litigation Supervision and Support: Respond to counsel threatening litigation with the University's position and attempt to resolve the matter. Handle some litigation, but also work closely with outside counsel to identify and collect responsive paper and e-documents, issue litigation holds, respond to discovery requests, and review outside counsel's billing statements.

**REASON FOR LEAVING:**

<b>DATES:</b> From: 3/2009 To: 6/2011	<b>EMPLOYER:</b> Various Employers	<b>POSITION TITLE:</b> Principal/Owner
<b>ADDRESS: (Street, City, State, Zip Code)</b> 1432 Franklin St., Columbia, South Carolina, 29201		<b>COMPANY URL:</b>
<b>PHONE NUMBER:</b> 8032161717	<b>SUPERVISOR:</b> Mary J. Broadwater - Principal/Owner	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 30	<b>SALARY:</b> \$0.00/month	<b># OF EMPLOYEES SUPERVISED:</b>

**DUTIES:**

Perform contract legal work for non-profits, educational organizations, and commercial organizations. Draft and review contracts, and provide general legal advice and counsel on various topics, including, but not limited to: faculty and staff dismissals; student expulsions; developing and updating employment policies; providing guidance to management on investigating claims of discrimination; employee theft, etc. Plan and conduct customized training seminars, as requested.

**REASON FOR LEAVING:**

Growth opportunity.

<b>DATES:</b> From: 8/2004 To: 12/2008	<b>EMPLOYER:</b> S.C. Technical College System	<b>POSITION TITLE:</b> General Counsel
<b>ADDRESS: (Street, City, State, Zip Code)</b> 111 Executive Center Drive, Columbia, South Carolina, 29210		<b>COMPANY URL:</b> <a href="http://www.sctechsystem.com/">http://www.sctechsystem.com/</a>
<b>PHONE NUMBER:</b> (803) 896-5320	<b>SUPERVISOR:</b> Kandy N. Peacock - Chief Human Resources Officer	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 37.5	<b>SALARY:</b> \$7,333.00/month	<b># OF EMPLOYEES SUPERVISED:</b> 1

**DUTIES:**

Provided legal advice and counsel to the S.C. Technical College System management team, including: System President, State Board members, President's Council, Chief Business Officers, Human Resource Managers, Chief Academic Officers, Executive Council, and administrators at the agency's sixteen technical colleges. Provided advice and counsel concerning labor and employment and employee relations matters, including performance and disciplinary issues. Advised management on employee terminations, and defended agency in subsequent grievances and litigation. Conducted biennial compliance audits as required by US Department of Education's Office for Civil Rights to ensure that agency colleges and programs were not engaging in unlawful discriminatory employment practices. Drafted and submitted position statements to EEOC and SC Human Affairs Commission on behalf of colleges charged with unlawful discrimination. Coordinated outside counsel, as required. Reviewed and revised policies and procedures; negotiated contract terms with vendors; advised System President and State Board on implications and/or consequences of property acquisitions and sales; and trained board members on ethical, fiduciary, and other responsibilities of their positions.

**REASON FOR LEAVING:**

Reduction in Force.

<b>DATES:</b> From: 9/2000 To: 7/2004	<b>EMPLOYER:</b> Duff, Turner, White & Boykin, LLC	<b>POSITION TITLE:</b> Senior Associate
<b>ADDRESS: (Street, City, State, Zip Code)</b> 3700 Forest Drive, Suite 404, Columbia, South Carolina, 29204		<b>COMPANY URL:</b> <a href="http://www.ddtwb.com/">http://www.ddtwb.com/</a>
<b>PHONE NUMBER:</b> (803) 790-0603	<b>SUPERVISOR:</b> David Duff - Partner/Shareholder	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 70	<b>SALARY:</b> \$6,666.00/month	<b># OF EMPLOYEES SUPERVISED:</b> 2

**DUTIES:**

Defended secondary and higher educational institutions throughout South Carolina in school law related matters. Areas of focus ranged from: employee relations, including compliance with the State Teacher Employment and Dismissal Act; student matters, including student records and discipline; constitutional issues, including religion and free expression; compliance matters, with the state and federal Freedom of Information Act and Family Educational Rights to Privacy Act (FERPA); Family Medical Leave Act (FMLA) and Fair Labor Standards Act (FLSA). Defended school districts and colleges and universities against claims of employment discrimination before local administrative agency and EEOC; challenges to disqualification from benefits before State Employment Security Commission and negligence claims under the S.C. Tort Claims Act. Drafted pleadings, argued motions, revised policies, advised and counseled school administrators, school board members, and higher education administrators on board policies, measures to reduce board liability, students matters, and employee grievance matters.

**REASON FOR LEAVING:**

Growth opportunity.

<b>DATES:</b> From: 8/1997 To: 8/2000	<b>EMPLOYER:</b> S.C. School Boards Association	<b>POSITION TITLE:</b> General Counsel
<b>ADDRESS: (Street, City, State, Zip Code)</b> 1027 Barnwell Street, Columbia, South Carolina, 29201		<b>COMPANY URL:</b> <a href="http://www.scsba.org/">http://www.scsba.org/</a>
<b>PHONE NUMBER:</b> (803) 799-6607	<b>SUPERVISOR:</b> Dr. Evelyn M. Berry - Executive Director	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 37.5	<b>SALARY:</b> \$4,833.00/month	<b># OF EMPLOYEES SUPERVISED:</b> 1



<b>DUTIES:</b> Provided legal research and counsel to SCSBA Executive Director, superintendents, and school board chairmen, as requested. Wrote timely articles on public education legal issues. Reviewed new and revised district policies for compliance with state, federal, and local laws and state and federal regulations. Provided legal training for school board members during SCSBA's annual School Law Workshop and other SCSBA-sponsored events. Conducted workshops or seminars on various legal topics to local school boards as requested by the district. Monitored actions of General Assembly floor activity and attended relevant committee and subcommittee meetings. Testified on behalf of statewide non-profit association, and identified local board members to testify on the local impact of proposed legislation. Wrote Legislative Update, a bi-weekly publication that summarized relevant legislative activity that affected public education. Drafted daily updates to SCSBA's website to ensure that members were provided summaries of relevant meetings and legislative activity. Tracked and prioritized bills affecting public education.		
<b>REASON FOR LEAVING:</b> Growth opportunity.		
<b>DATES:</b> From: 11/1992 To: 8/2000	<b>EMPLOYER:</b> Broadwater Associates	<b>POSITION TITLE:</b> Attorney
<b>ADDRESS:</b> (Street, City, State, Zip Code) 6317 Monticello Road, Columbia, South Carolina, 29203		<b>COMPANY URL:</b>
<b>PHONE NUMBER:</b> 6782309663	<b>SUPERVISOR:</b> Thomas D. Broadwater, Sr. - Attorney/Owner	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 20	<b>SALARY:</b> \$2,666.00/month	<b># OF EMPLOYEES SUPERVISED:</b> 1
<b>DUTIES:</b> Negotiated leases, contracts and other legally binding documents. Performed real estate transactional services and closings. Researched and prepared all legal documents, including: deeds, wills, trusts, powers of attorney, pleadings, legal memoranda, and briefs. Consulted and advised corporate and private clients. Litigated civil matters, including: personal injury, domestic, contractual, and probate. Registered intellectual property applications for clients.		
<b>REASON FOR LEAVING:</b> I worked FT between November, 1992-December, 1994. I continued working PT until the demands of the new position prevented me from doing so.		
<b>DATES:</b> From: 12/1994 To: 7/1997	<b>EMPLOYER:</b> S.C. Commission on Higher Education	<b>POSITION TITLE:</b> Legislative Liaison/Coordinator of Vocational & Technical Education
<b>ADDRESS:</b> (Street, City, State, Zip Code) 1333 Main Street, Suite 200, Columbia, South Carolina, 29201		<b>COMPANY URL:</b> <a href="http://www.che.sc.gov/">http://www.che.sc.gov/</a>
<b>PHONE NUMBER:</b> (803) 737-2260	<b>SUPERVISOR:</b> Fred Sheheen - Executive Director	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 37.5	<b>SALARY:</b> \$3,625.00/month	<b># OF EMPLOYEES SUPERVISED:</b> 1
<b>DUTIES:</b> Monitored and evaluated secondary and post-secondary vocational and technical education programs; designed and implemented research methodologies to assess the coordination and cooperation existing between the secondary and post-secondary delivery systems in vocational/technical and adult education. Served as primary liaison between the Commission and other agencies, institutions and the Legislature. Provided legal and technical advice and assistance to the Associate Commissioners in other divisions. Prepared interpretive reports regarding site evaluations of technical and vocational education programs and policies, presented written and oral summaries of such laws and their effect.		
<b>REASON FOR LEAVING:</b> Growth opportunity.		
<b>DATES:</b> From: 1/1991 To: 4/1992	<b>EMPLOYER:</b> US Department of State	<b>POSITION TITLE:</b> Staff Assistant
<b>ADDRESS:</b> (Street, City, State, Zip Code) 2201 C Street NW, Washington, District of Columbia, 20520		<b>COMPANY URL:</b> <a href="http://www.state.gov/">http://www.state.gov/</a>
<b>PHONE NUMBER:</b> (202) 647-4000	<b>SUPERVISOR:</b> Bradley P. Holmes - Ambassador	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 5	<b>SALARY:</b> \$2,083.00/month	<b># OF EMPLOYEES SUPERVISED:</b> 0
<b>DUTIES:</b> Compiled and distributed international cables relevant to International Communication & Information Policy Bureau. Assisted senior policy advisors and foreign service officers in carrying out their responsibilities of trade in industrialized countries and telecommunications development in lesser developed countries (LDCs) as well as standards regulation of international organizations. Assisted in developing an orientation program guide to aid international telecom officers as they implement the Bureau's international communication policies at U.S. embassies and consulates abroad.		
<b>REASON FOR LEAVING:</b> Returned to SC to take bar examination.		

#### CERTIFICATES AND LICENSES

<b>TYPE:</b> S.C. Bar License	
<b>LICENSE NUMBER:</b> 65355	<b>ISSUING AGENCY:</b> S.C. Supreme Court

#### Skills

Nothing Entered For This Section



**ADDITIONAL INFORMATION****Nothing Entered For This Section****REFERENCES**

<b>REFERENCE TYPE:</b> Professional	<b>NAME:</b> Kelley Costner, Ed.D.	<b>POSITION:</b> Dean, Richard W. Riley College of Education
<b>ADDRESS: (Street, City, State, Zip Code)</b> 600 Berwick Ct., Abingdon, Maryland 21009		
<b>EMAIL ADDRESS:</b> kelley.costner@mail.waldenu.edu		<b>PHONE NUMBER:</b> 4105691717
<b>REFERENCE TYPE:</b> Professional	<b>NAME:</b> Carl Stent, Esq.	<b>POSITION:</b> Deputy Director, Legal Services
<b>ADDRESS: (Street, City, State, Zip Code)</b> Post Office Box 11949, Columbia, South Carolina 29211		
<b>EMAIL ADDRESS:</b> carl.stent@sclot.com		<b>PHONE NUMBER:</b> (803) 737-2457

**Agency-Wide Questions**

1. **Have you ever been convicted of a criminal offense? Note: Omit minor vehicle violations and any offense committed before your 17th birthday which was finally adjudicated in juvenile court or under a youthful offender law. Conviction of a criminal offense is not necessarily an absolute bar to state government employment in all cases. Each conviction is evaluated individually.**  
No
2. **If yes, please list charge(s), indicate where you were convicted, the date, and the disposition status of the conviction.**
3. **Are you currently employed by the State of South Carolina?**  
No
4. **If so, in which agency do you currently work?**
5. **Do you have any relatives employed with the State of South Carolina?**  
No
6. **If yes, please provide below the name(s), relationship, and agency.**
7. **Have you ever been terminated from any job?**  
No
8. **If yes, please explain.**
9. **Can you, after employment, submit proof of your legal right to work in the United States?**  
Yes
10. **Have you been separated from South Carolina State Government employment as a part of a reduction-in-force within the past 12 months?**  
No



### Job Specific Supplemental Questions

**Supplemental questions are considered part of your official application. Applications are incomplete if you fail to answer all supplemental questions, education and work history. Any misrepresentation will result in your disqualification from employment. Please complete the State application to include all current and previous work history and education.**

1. **Provide an explanation for any gaps in the employment official application. A resume will not be accepted nor reviewed to determine if an applicant has met the qualifications for the position. Incomplete applications are not referred to hiring managers. I have read and acknowledge the above statement.**

Yes

2. **Describe in 3-5 sentences your executive and/or management experience.**

Throughout my professional career, I have successfully advanced statewide policy issues on behalf of public K-12 and higher educational institutions by working closely with local constituents and state legislators. Previously, I have collaborated with various stakeholders in the SC higher education community; and, I have been a member of two national educational organizations' attorney networks. My work regularly involves working with cross-matrixed leadership teams to investigate and resolve complex complaints, grievances, and subsequent appeals. I provide business and operational support for an online university with over 50,000 enrolled students..

3. **What are the three most important trends in higher education nationally?**

1. Rising tuition and fees is increasing faster than the consumer price index, median family income, and medical care which will make higher education unaffordable for the masses.
2. Online education is becoming more acceptable, especially when the courses are stackable into degree programs.
3. Competency based education permits students to use their prior knowledge and experiences when taking tests so that they can get credit without having to take classes.

4. **Describe in 2-3 sentences the largest challenge facing higher education in South Carolina.**

University expenses are outpacing state appropriations and lottery scholarship funding at percentages 4 times the funding allotted. Recruitment and enrollment practices should be realigned to conform with the state's mission of providing quality education to its citizenry at the lowest cost possible with the limited state funding available.

5. **What unique opportunities do you see in South Carolina for higher education?**

Consider strategically revamping the funding of higher education, and expanding university partnerships with corporate employers to ensure that graduates have the requisite skills upon graduation.

The following terms were accepted by the applicant upon submitting the online application:

By clicking on the 'Accept' button as my electronic signature, I hereby certify that every statement I have made in this application and accompanying material is true and complete to the best of my knowledge. I understand that any false or incomplete answer may be grounds for not employing me or for dismissing me after I begin work. I understand that I will have to produce documentation verifying identity and employment eligibility in the United States. Student Loan: State law (59-111-50) prohibits employment with the State to people who have defaulted on certain student loans, unless they can prove that satisfactory arrangements have been made for repayment. By clicking on the "Accept" button as my electronic signature, I certify that I am not currently in default on any student loan. I understand that I may be required to verify any and all information given on this application. I understand that this completed application is the property of the State of South Carolina and will not be returned. Authority to Release Information: By clicking on the "Accept" button as my electronic signature, I consent to the release of information to authorized officers, agents, and/or employees of the State of South Carolina which may include but not be limited to information concerning my past and present work; including my official personnel files; attendance records; evaluations; educational records including transcripts; military service; law enforcement records; and/or any personnel record deemed necessary. In addition, I consent to authorize appropriate officers, agents, and/or employees of the State to make inquiries of third parties in connection with my application for employment. I further release the organization, educational entity, present and former employers, law enforcement organizations, all third parties from any and all claims of whatever nature that I may have as a result of any inquiry or response given to such inquiries made in connection with my application for employment. If I requested that my present employer not be contacted, an offer of employment may be conditioned upon acceptable information and verification from that employer prior to beginning work. I understand that I must notify the agency with the vacant position of any changes in my name, address, or phone number. I understand that this completed application is the property of the State of South Carolina and will not be returned ... **Notice 30-2-40(B).**

This application was submitted by Mary J Broadwater on 3/31/19 11:36 PM

Signature

*Mary J. Broadwater*

Date

4/15/2019

# MARY J. BROADWATER

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More than 20 years of service in education law, and employment law policy, and advising State Government, Non-Profit and Private Industry clients

CONTRACTS ♦ GOVERNANCE ♦ LEGISLATIVE ADVOCACY ♦ BUSINESS ACUMEN  
LITIGATION ♦ EDUCATION LAW ♦ EMPLOYMENT LAW ♦ TRAINING

## RECENT EMPLOYMENT

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### **Laureate Education, Inc., Baltimore, MD** **Assistant Divisional Counsel**

2011 to Present

- **Grievances, Code of Conduct or Ethics Violations, and Dismissals:** Provide legal advice to business partners recommendations to resolve contested matters. Primary legal contact on cross-matrixed teams investigating student complaints, grievances, and appeals and ensuring resolutions are in accordance with policies and procedures. Developed the protocol for revocation of a degree when University discovers cheating after conferral.
- **Faculty/Staff Discipline and Dismissals:** Review and investigate faculty or staff ethical violations reported to the agency's hotline, and render agency decisions and recommendations for sanctions, if warranted. Assist academic leaders in managing the performance of faculty and documentation required for associated discipline, by drafting and submitting position statements, participating in mediation/hearings, or negotiating severance agreements.
- **Subject Matter Expert:** Serve as primary point of contact and subject matter expert for University matters that involve Military Affairs, articulation agreements, competency-based learning, specialized accreditation reports, and international recognition issues. Handle approximately 30 or more matters each year emanating from these areas.
- **Litigation Supervision and Support:** Respond to counsel threatening litigation with the University's position and attempt to resolve the matter. Handle some litigation, but also work closely with outside counsel to identify and collect responsive paper and e-documents, issue litigation holds, respond to discovery requests, and review outside counsel's billing statements.

### **Law Office of Mary J. Broadwater, LLC, Columbia, SC** **Principal/Owner**

2009 to 2011

- **Legal Consultant:** Consulted technical colleges and local school districts on issues ranging from: bankruptcy, ethics, faculty dismissals, wage classification, and discrimination.
- **Attorney Counselor for non-profit:** Assembled and reviewed client documentation and advocated on behalf of struggling homeowners by negotiating new terms to protect their homes from imminent foreclosure proceedings. Partnered with a local realtor to host budget and counseling sessions designed to teach struggling homeowners how to manage their debts more efficiently.

### **South Carolina Technical College System, Columbia, SC** **General Counsel**

2004 to 2008

- **Legal Advice:** Provided counsel directly to the System President, Board, Institutional College Presidents, and Senior Level staff on a variety of matters involving administrative law, faculty and student grievances, regulations, and compliance. Successfully mediated and argued contested employment matters before the SC Budget and Control Board's Division of State Human Resources and State Employee Grievance panels.
  - **Employment Law:** Served as legal liaison to Human Resources on personnel actions, grievance hearings or appeals, interpretation of Family and Medical Leave Act (FMLA), and more.
  - **Privacy:** Worked with business partners to ensure privacy and confidentiality of information and records.
  - **Compliance:** After completion of desk audits, visited system campuses to ensure that publications reflected diversity, that Title IX coordinators had been appointed and trained, and that the facilities met accessibility requirements. Ensured that policies and procedures complied with state and federal laws and regulations
-



- **Litigation and Administrative Hearings:** Won 15-30 mediation and administrative hearings involving contested employment matters involving performance or conduct. Defended the agency at Social Security, Employment Security, and Employee Grievance hearings.

**Duff, Turner, White & Boykin, LLC, Columbia, SC**  
Senior Associate

2000-2004

- **Litigation and Administrative Hearings:** Drafted responses, briefs, and proposed orders at administrative hearings and trial level and assisted with appeals. Argued dispositive motions and participated in court hearings.
- **Investigations:** On behalf of the school districts, interviewed high level district employees who alleged harassment or discrimination, drafted and presented final reports of findings.
- **Training:** Provided customized training to local school boards on various matters from board governance, conflicts of interest, Freedom of Information, to drafting and revising policies and procedures.

**SC Commission on Higher Education, Columbia, SC**  
1997

1994-

**Legislative Liaison and Coordinator**

- **Compliance:** Along with the SC Department of Education, monitored coordination of secondary and post-secondary delivery systems in vocational/technical and adult education.
- **Advocacy:** Served as legislative liaison between the Commission, public institutions of higher education and the Legislature.

## EDUCATION

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**Georgetown University Law Center, Washington, DC**

JD, 1992

- Served as Publications Editor of the *Georgetown Immigration Law Journal*, the only student-edited law journal that published articles dealing exclusively with immigration law.
- Selected as one less than 30 law student representatives for the **Center for Applied Legal Studies**, a law clinic that permitted its students to work as teams of two and counsel and represent real clients with feedback and support from clinic staff.

**Georgetown University, Washington, DC**

A.B., English, 1987

- Served as a tutor for Georgetown University's Writing Center. (1984-1986)
- Delivered the first ever student keynote address to the National Conference on Peer Tutoring in Writing at Georgetown University in 1986.

## LICENSES, VOLUNTEERISM & LEADERSHIP

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### Licenses to Practice Law

- **State:** South Carolina.
- **Federal:** U.S. District Court for the District of South Carolina, and U.S. Supreme Court

### Professional Memberships

- Association of Corporate Counsel
- American Bar Association

### Volunteer Experience

- **American Cancer Society (1994-2017)** – Co-chaired committee on corporate sponsorships for the annual signature gala events in SC and MD, sought donations for silent auctions and assisted in decorating the venues. Served as the Logistics Chair for the Taste for Life in MD.
- **Georgetown Alumni Admission Committee (1995-2008; 2012-2016)** – Scheduled in-person interviews, prepared and submitted written evaluative reports, rated students and provided recommendations for consideration to Georgetown's Admissions Committee.

### Publication

Broadwater, M.J. (2000). "What school boards need to know about sexual and racial harassment." A legal primer. Critical Issues. S.C. School Boards Association.

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## EMPLOYMENT APPLICATION



**STATE OF SOUTH CAROLINA**  
 Division of Human Resources 8301 Parklane Road, Suite A220  
 Columbia, South Carolina 29223  
 (803) 896-5300  
<http://www.jobs.sc.gov>

**Monhollon, Rusty**  
**87516 PRESIDENT AND EXECUTIVE DIRECTOR**

**Received: 3/18/19 4:10 PM**

**For Official Use Only:**

QUAL: \_\_\_\_\_

DNQ: \_\_\_\_\_

Experience

Training

Other: \_\_\_\_\_

## PERSONAL INFORMATION

<b>POSITION TITLE:</b> PRESIDENT AND EXECUTIVE DIRECTOR		<b>EXAM ID#:</b> 87516
<b>NAME:</b> (Last, First, Middle) Monhollon, Rusty		<b>SOCIAL SECURITY NUMBER:</b> N/A
<b>ADDRESS:</b> (Street, City, State, Zip Code) [REDACTED]		<b>EMAIL ADDRESS:</b> [REDACTED]
<b>HOME PHONE:</b> [REDACTED]	<b>ALTERNATE PHONE:</b> [REDACTED]	<b>NOTIFICATION PREFERENCE:</b> Email
<b>DRIVER'S LICENSE:</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<b>DRIVER'S LICENSE:</b> State: MO Number: [REDACTED]	<b>LEGAL RIGHT TO WORK IN THE UNITED STATES?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

## PREFERENCES

<b>MINIMUM COMPENSATION:</b> \$225,000.00 per year	<b>ARE YOU WILLING TO RELOCATE?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe
<b>WHAT TYPE OF JOB ARE YOU LOOKING FOR?</b> Regular	
<b>TYPES OF WORK YOU WILL ACCEPT:</b> Full Time	
<b>SHIFTS YOU WILL ACCEPT:</b> Day, Evening, Night, Weekends	
<b>OBJECTIVE:</b>	

## EDUCATION

<b>DATES:</b> From: 1/1995 To: 5/1999	<b>SCHOOL NAME:</b> University of Kansas	
<b>LOCATION:(City, State)</b> Lawrence , Kansas	<b>DID YOU GRADUATE?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<b>DEGREE RECEIVED:</b> Doctorate
<b>MAJOR:</b> History		<b>UNITS COMPLETED:</b>
<b>DATES:</b> From: 8/1991 To: 12/1994	<b>SCHOOL NAME:</b> University of Kansas	
<b>LOCATION:(City, State)</b> Lawrence , Kansas	<b>DID YOU GRADUATE?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<b>DEGREE RECEIVED:</b> Master's
<b>MAJOR:</b> History		<b>UNITS COMPLETED:</b>
<b>DATES:</b> From: To:	<b>SCHOOL NAME:</b> Washburn University	
<b>LOCATION:(City, State)</b> Topeka , Kansas	<b>DID YOU GRADUATE?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<b>DEGREE RECEIVED:</b> Bachelor's
<b>MAJOR:</b> History and Political Science (dual major)		<b>UNITS COMPLETED:</b>

## WORK EXPERIENCE

<b>DATES:</b> From: 11/2009 To: Present	<b>EMPLOYER:</b> Missouri Department of Higher Education	<b>POSITION TITLE:</b> Assistant Commissioner for Academic Affairs
<b>ADDRESS:</b> (Street, City, State, Zip Code) 205 JEFFERSON ST FL 11, Jefferson City, Missouri, 65102		<b>COMPANY URL:</b>
<b>PHONE NUMBER:</b> 5737515221	<b>SUPERVISOR:</b> Zora Mulligan - Commissioner of Higher Education	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$0.00/month	<b># OF EMPLOYEES SUPERVISED:</b> 7

## DUTIES:

- Provide leadership for statewide policymaking, strategic planning, institutional mission review, and other high priority areas.
- Manage the Office of Academic Affairs, including budgeting and staffing.
- Represent MDHE to external constituencies in support of policy development and initiatives.
- Provide leadership for implementation of statewide initiatives focused on student success, access, and affordability.
- Design, implement, and monitor public policies related to academic programs, assessment of student success, and institutional performance.
- Coordinate the development and implementation of statewide transfer and articulation policies.



- Supervise the review of academic programs and maintenance of the state's program inventory.
- Engage with constituents across educational and industry sectors to build strong collaborative relationships to advance statewide goals and objectives.

**REASON FOR LEAVING:**

n/a

<b>DATES:</b> From: 8/1999 To: 12/2009	<b>EMPLOYER:</b> Hood College	<b>POSITION TITLE:</b> Associate Professor of History
<b>ADDRESS:</b> (Street, City, State, Zip Code) 205 Rosemont, Frederick, Maryland, 21701		<b>COMPANY URL:</b>
<b>PHONE NUMBER:</b> 301-696-3696	<b>SUPERVISOR:</b>	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$4,500.00/month	<b># OF EMPLOYEES SUPERVISED:</b>

**DUTIES:**

- Teaching (45%)
  - Researching and writing lectures (including PowerPoint presentations)
  - Give lectures on a variety of topics in American history to students in classes of 35-300
  - Administer the activities of four teaching assistants, who are responsible for grading student papers and leading weekly discussion sections: set course goals; resolve conflicts and student complaints; provide guidance to insure consistency among four teaching assistants in grading exams; suggest ways to engage students in discussion sections
  - Advising students during scheduled office hours and by appointment: clarify reading and lecture material; suggest books for further reading; assist them in the research and writing of class assignments;
- Research (45%)
  - Conduct research in Twentieth-century U.S. history, which will result in publishable scholarship; archival research; read new scholarship; keep abreast of new developments in field
  - Prepare and submit manuscripts for publication
  - Prepare reviews of recent scholarship for publication
  - Preparing grant applications to support research
- Service (10%)
  - Provide departmental, college and professional service as required

**REASON FOR LEAVING:**

accepted position at Missouri Department of Higher Education

**CERTIFICATES AND LICENSES**

Nothing Entered For This Section

**Skills**

Nothing Entered For This Section

**ADDITIONAL INFORMATION**

Nothing Entered For This Section

**REFERENCES**

<b>REFERENCE TYPE:</b> Professional	<b>NAME:</b> David Russell	<b>POSITION:</b> Commissioner Emeritus
<b>ADDRESS:</b> (Street, City, State, Zip Code) [REDACTED]		
<b>EMAIL ADDRESS:</b> [REDACTED]		<b>PHONE NUMBER:</b> [REDACTED]
<b>REFERENCE TYPE:</b> Professional	<b>NAME:</b> Roger Drake	<b>POSITION:</b> President, Central Methodist University
<b>ADDRESS:</b> (Street, City, State, Zip Code) 411 Central Methodist Square, Fayette, Missouri 65248		
<b>EMAIL ADDRESS:</b> rdrake@centralmethodist.edu		<b>PHONE NUMBER:</b> 660-248-6221
<b>REFERENCE TYPE:</b> Professional	<b>NAME:</b> Deborah Curtis	<b>POSITION:</b> President, Indiana State University
<b>ADDRESS:</b> (Street, City, State, Zip Code) 200 North Seventh Street, Terre Haute, Indiana 47809		
<b>EMAIL ADDRESS:</b> Deborah.Curtis@indstate.edu		<b>PHONE NUMBER:</b> 217-991-1294
<b>REFERENCE TYPE:</b> Professional	<b>NAME:</b> Kathy Swan	<b>POSITION:</b> State Representative (District 147)
<b>ADDRESS:</b> (Street, City, State, Zip Code) [REDACTED]		
<b>EMAIL ADDRESS:</b> [REDACTED]		<b>PHONE NUMBER:</b> [REDACTED]
<b>REFERENCE TYPE:</b> Professional	<b>NAME:</b> Dwyane Smith	<b>POSITION:</b> Provost and Vice President for Academic Affairs, Harris-Stowe State University



<b>ADDRESS: (Street, City, State, Zip Code)</b> 3026 Laclede Avenue, St. Louis, Missouri 63103		
<b>EMAIL ADDRESS:</b> SmithD@hssu.edu		<b>PHONE NUMBER:</b> 314-340-3611
<b>REFERENCE TYPE:</b> Professional	<b>NAME:</b> Robert Stein	<b>POSITION:</b> Consultant, past Commissioner of Higher Education (Missouri)
<b>ADDRESS: (Street, City, State, Zip Code)</b> [REDACTED]		
<b>EMAIL ADDRESS:</b> [REDACTED]		<b>PHONE NUMBER:</b> [REDACTED]

**Agency-Wide Questions**

1. **Have you ever been convicted of a criminal offense? Note: Omit minor vehicle violations and any offense committed before your 17th birthday which was finally adjudicated in juvenile court or under a youthful offender law. Conviction of a criminal offense is not necessarily an absolute bar to state government employment in all cases. Each conviction is evaluated individually.**  
No
2. **If yes, please list charge(s), indicate where you were convicted, the date, and the disposition status of the conviction.**
3. **Are you currently employed by the State of South Carolina?**  
No
4. **If so, in which agency do you currently work?**
5. **Do you have any relatives employed with the State of South Carolina?**  
No
6. **If yes, please provide below the name(s), relationship, and agency.**
7. **Have you ever been terminated from any job?**  
No
8. **If yes, please explain.**
9. **Can you, after employment, submit proof of your legal right to work in the United States?**  
Yes
10. **Have you been separated from South Carolina State Government employment as a part of a reduction-in-force within the past 12 months?**  
No



**Job Specific Supplemental Questions**

Supplemental questions are considered part of your official application. Applications are incomplete if you fail to answer all supplemental questions, education and work history. Any misrepresentation will result in your disqualification from employment. Please complete the State application to include all current and previous work history and education. Provide an explanation for any gaps in the employment official application. A resume will not be accepted nor reviewed to determine if an applicant has met the qualifications for the position. Incomplete applications are not referred to hiring managers. I have read and acknowledge the above statement.

1.

Yes

2. Describe in 3-5 sentences your executive and/or management experience.

My nine years as head of the Office of Academic Affairs (OAA), combined with my previous experience as the general manager of a custom steel fabrication shop, has given me extensive experience in all aspects of managing a large, complex organization. I oversee the budget for the OAA, as well as a \$1.78 million grant from the U.S. Department of Education, and have managed an additional \$800,000 in external grant funding. As a key member of the Commissioner's Senior Staff I am involved in all department functions, including budgeting, performance funding, personnel policies and decisions, financial aid, and government relations, among others. I have nurtured the professional growth of my staff through collaboration and mentoring by hiring and retaining quality-minded and achievement-oriented colleagues who committed to the mission and values of the department. I know how to instill trust in others and motivate teams in pursuit of results, but also hold them—as I do myself—accountable. My approach to my work is founded on mutual respect, openness, flexibility, trust, and the pursuit of common goals. I encourage creative thinking and shared problem solving, and try to provide opportunities for others to achieve success by giving my colleagues a share of ownership in the enterprise and empowering them to make key decisions.

3. What are the three most important trends in higher education nationally?

1. The significant disruption of traditional in-seat, on-campus learning by alternative modes of delivery, such as online; hybrid courses; competency-based, credit for prior learning; and enterprise training/education programs.
2. The demographic realities of the next 15-30 years, especially the decline of traditional-age students and the significant pool of "some-college-do-degree" students, will force Institutions to enact significant programmatic and structural changes to meet students' needs.
3. The continued questioning of higher education's value by a significant portion of the American public.

4. Describe in 2-3 sentences the largest challenge facing higher education in South Carolina.

Reduced state funding and crushing tuition are huge challenges, but the biggest challenge facing higher education in South Carolina is coming fully to terms with how, and to whom, higher education is delivered. The information revolution has disrupted traditional modes of learning (with which higher education has not fully come to terms), and demographics, in particular the shrinking number of high school graduates, will further disrupt them. We in higher education must transform how our programs to meet the needs of both traditional and non-traditional learners as we seek to serve the myriad and ever-changing educational needs of a knowledge-based society. If we do this—and do it well—we can restore public confidence in our value proposition, which will also alleviate the fiscal challenges.

5. What unique opportunities do you see in South Carolina for higher education?

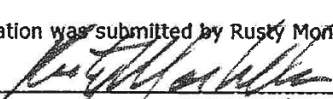
The Higher Education Opportunity Act, if enacted by the South Carolina General Assembly, provides an opportunity to stem both the rapid increase in tuition and steady decline in state funding. It also would provide an opportunity to take a hard look at the system and push for reforms that would make more efficient, productive, accountable, and genuinely responsive to the evolving needs of the state and the twenty-first century economy.

The following terms were accepted by the applicant upon submitting the online application:

By clicking on the 'Accept' button as my electronic signature, I hereby certify that every statement I have made in this application and accompanying material is true and complete to the best of my knowledge. I understand that any false or incomplete answer may be grounds for not employing me or for dismissing me after I begin work. I understand that I will have to produce documentation verifying identity and employment eligibility in the United States. Student Loan: State law (59-111-50) prohibits employment with the State to people who have defaulted on certain student loans, unless they can prove that satisfactory arrangements have been made for repayment. By clicking on the "Accept" button as my electronic signature, I certify that I am not currently in default on any student loan. I understand that I may be required to verify any and all information given on this application. I understand that this completed application is the property of the State of South Carolina and will not be returned. Authority to Release Information: By clicking on the "Accept" button as my electronic signature, I consent to the release of information to authorized officers, agents, and/or employees of the State of South Carolina which may include but not be limited to information concerning my past and present work; including my official personnel files; attendance records; evaluations; educational records including transcripts; military service; law enforcement records; and/or any personnel record deemed necessary. In addition, I consent to authorize appropriate officers, agents, and/or employees of the State to make inquiries of third parties in connection with my application for employment. I further release the organization, educational entity, present and former employers, law enforcement organizations, all third parties from any and all claims of whatever nature that I may have as a result of any inquiry or response given to such inquiries made in connection with my application for employment. If I requested that my present employer not be contacted, an offer of employment may be conditioned upon acceptable information and verification from that employer prior to beginning work. I understand that I must notify the agency with the vacant position of any changes in my name, address, or phone number. I understand that this completed application is the property of the State of South Carolina and will not be returned ... **Notice 30-2-40(B)**.

This application was submitted by Rusty Monhollon on 3/18/19 4:10 PM


Signature



Date

April 26, 2019

# Rusty L. Monhollon, Ph.D.



March 18, 2019

South Carolina Commission on Higher Education  
1122 Lady Street Suite 300  
Columbia, SC 29201

Dear Members of the South Carolina Commission on Higher Education:

It was with great interest I read your announcement for the position of President and Executive Director of the South Carolina Commission on Higher Education. I have more than 25 years of experience in higher education. For the past nine years I have been the chief academic officer for the state of Missouri where I helped to develop the state's strategic plan for higher education and directed initiatives that have moved Missouri closer to achieving its "Big Goal" of having 60 percent of the citizenry holding a high-quality credential by 2025. I possess a highly-developed set of skills and abilities that define me as an inclusive and collaborative leader, one that acts ethically and creatively. I have a proven record of astute leadership in public policy development and a thorough understanding of the forces and issues shaping the topography of higher education. In short, I believe I am the transformative leader the Commission seeks to build on its past record of success. Please accept this letter and the attached documents as my application for the position of President and Executive Director of the South Carolina Commission on Higher Education.

I am eager to accept the professional challenges—of which there are many—this opportunity presents. American higher education is at a crossroads. It has been, and will continue to be, transformed by the information revolution yet it has not fully come to terms with the knowledge-based, twenty-first century world the revolution has created. State appropriations to higher education—in South Carolina and elsewhere—have declined while demands for greater productivity and institutional accountability have increased. While these are formidable challenges, they're made more daunting as many people question the value of a college degree. I am prepared to take on those challenges as President and Executive Director of the CHE. My work has always been driven by an unflagging belief that higher education is both a private benefit that provides personal enrichment and growth, and a public good, vital to economic stimulation, civic participation, and improving the human condition. In many respects restoring public confidence in our value proposition is the most critical issue confronting higher education today: We in higher education must recommit ourselves to the core public purposes of service and developing the whole person as we transform how our programs—for both traditional and non-traditional learners—serve the myriad and ever-changing educational needs of a knowledge-based society. We must reexamine continually what we do and how we do it or run the risk of becoming obsolete and irrelevant. Introspection does not require discarding the core values on which the academy was founded, values deeply rooted in the arts, humanities, and sciences. Indeed, only by embracing these values and redefining them for the modern economy can higher education, in my view, remain viable and relevant.

We can—and must—do more to help all citizens reach their full potential. Access to education has never been greater, but access alone is not enough. We must also work to provide all students with the support and resources to pursue their postsecondary educational goals at an institution that meets their needs. We must engage our P-20 colleagues to ensure more students are prepared for postsecondary education. We have to find new ways to meet the needs of adult

learners, including those who are veterans, full-time workers, and the place-bound. It is imperative that we reduce and eliminate the achievement gap for underserved populations, in particular first-generation students and racial and ethnic minorities. We must expand career and technical education pathways through greater coordination and collaboration. We have to be more creative in implementing and using cutting-edge technologies to reach students and deliver the education they demand. Our approach must be holistic, modeled on dynamic collaboration among the CHE, university and college leaders, the P-12 and career and technical education sectors, other state agencies, and the private sector.

The task is daunting but with a confident and discerning leader the South Carolina Commission on Higher Education is well-positioned to address these challenges and continue its work to promote access, affordability, accountability, transparency, and excellence in the state's higher education system: I believe I am that leader. Former Missouri Commissioner of Higher Education David R. Russell, for whom I worked for six years, has described me as a "highly effective thought leader . . . notable for selflessness, inclusiveness, collegiality and intellectual ferocity." Russell singled out my talent to forge effective collaborative relationships (what he calls a "blend of directness and diplomacy") as driving higher education reform in Missouri. Navigating the complex political environment to achieve real results requires nurturing professional relationships with people from diverse backgrounds, a skill that is perhaps my greatest strength. In moving the state's higher education agenda forward I worked with elected officials and senior policymakers by drafting key legislation and frequent testimony before legislative committees. I also worked side-by-side with presidents, provosts, and faculty, as well as with leaders from the P-12 sector and private industry to implement reforms and get results. Given the potential impact for the department and the state, my participation in decision and policymaking demands great sensitivity, tact, and political astuteness. In all of my work, I take pride in my ability to see and understand issues from multiple perspectives. I derive great satisfaction in uniting people around a common goal while helping them navigate through competing interests.

As President and Executive Director, I would draw on my extensive experience in both implementing best practices and developing new ones to promote quality and efficiency in the state system of higher education with the goal of fostering economic growth and human development in South Carolina. As the chief academic officer for the state of Missouri, I have been responsible for implementing the department's major initiatives designed to keep higher education in Missouri accessible, affordable, and effective. In 2011 and 2017, for example, I directed a statewide review of all academic programs, resulting in the elimination of hundreds of low-producing or marginal programs. I oversaw the Missouri Reverse Transfer Initiative by convening competing stakeholders from community colleges and universities—both public and private—in pursuit of the common goal of improving student outcomes and completion rates. Since 2014, nearly 1,000 students have received associate degrees through the initiative. Under my leadership, we have reformed remedial education in Missouri with striking results: the remediation rate statewide has dropped by 36 percent since 2012, and by over 40 percent for African-American students. Missouri has been at the forefront of implementing Math Pathways nationally, an initiative that will drop the remediation rate further and improve mathematics education overall in Missouri. Perhaps the greatest test of my leadership has been the development and implementation of CORE 42, the Missouri Core Transfer Curriculum. CORE 42 is a statewide general education curriculum accepted by all public institutions. Additionally, CORE 42 includes nearly 100 individual courses that are accepted by all public institutions as equivalent, which means students will lose fewer credits in transfer, saving money and reducing time to degree. Reaching consensus among 13 universities and 12 community colleges was a demanding task, made more so by a statutorily-mandated deadline. Through frequent—and at times contentious and pointed—discussions, my staff and I were able to reconcile the conflicting



objectives of community colleges and universities. What we produced will not only greatly improve credit transfer for students but allows institutions to retain autonomy over their own curriculum.

While my primary responsibility is in the Office of Academic Affairs, as a key member of the Commissioner's Senior Staff I am involved in all department functions, including budgeting, performance funding, personnel policies and decisions, financial aid, and government relations, among others. In 2015 I advocated for a new strategic plan for higher education, then led its development by chairing workgroups, planning "listening sessions" across the state, and drafting the final document. In 2016, I helped launch a comprehensive review of Missouri's system of higher education, which led to the streamlining the academic program approval process and expanding degree offerings so that institutions can focus on meeting workforce needs. I help plan and am a primary contributor to the department's annual board development retreat, as well as a statewide Governing Board Forum that brings together representatives from governing boards across Missouri to discuss common issues and concerns. I represent the department before national and international audiences, promoting our work and advocating on behalf of public higher education. I regularly engage with my peers from across the nation and am an acknowledged leader in higher education.

I have the breadth and depth of skills and experience to excel as the chief administrator and executive secretary for the CHE manage the CHE office and coordinate Commission activities. My duties as head of the Academic Affairs unit, combined with my previous experience in private business, has given me broad-based experience in all aspects of managing an organization. In addition to overseeing the budget for the Office of Academic Affairs, I oversee a \$1.78 million grant from the U.S. Department of Education, and have secured and managed an additional \$800,000 in external grant funding. During my tenure at the MDHE, I have nurtured the professional growth of my staff through collaboration and mentoring. I have hired and retained quality-minded and achievement-oriented colleagues who committed to the mission and values of the department. Additionally, I have had direct responsibility for vetting and recommending candidates for Senior Staff positions. I know how to instill trust in others and motivate teams in pursuit of results, but also hold them—as I do myself—accountable. In my nearly twenty years in the classroom I received positive evaluations because students found that I treated them and their ideas with respect and good humor, traits I would bring to my work as the President and Executive Director of the South Carolina CHE.

My interest in this position stems from the professional opportunities it offers but also from my career path. While continuing to work full-time as a welder and machinist full-time to support my family, I enrolled as a first-generation college student at Washburn University, taking classes at night and graduating in four years. From there I earned my doctorate at the University of Kansas, taught United States history at several institutions before landing at Hood College, where I received tenure. My time at Hood was enriching. In the classroom, I shared my passion for history and learning with my students, helping them to see the liberating value of education. As a graduate program director, we increased student retention and elevated the academic rigor of the program. At a time when the college faced existential financial challenges, I volunteered for several college-wide committees charged with addressing such crucial issues as student persistence, graduation rates, residential life, academic support services, and student satisfaction, among others. I chaired the governance sub-committee—comprised of faculty, staff, students, and college trustees—for Hood's regional accreditation self-study. In this role I created a plan for addressing our charge (assessing leadership and governance) and had primary responsibility for reporting to the steering committee. These experiences led me to seek opportunities in higher education policy development, resulting in my coming to the MDHE in 2009. My somewhat unconventional career path has given me an abiding respect and passion for adult learners, first-generation students, underserved populations, and

career and technical education. I deeply appreciate the challenges all students face and how critical it is for us who work in higher education to serve their needs. These experiences—in combination with my nine years at the MDHE—solidified my belief that success in higher education is dependent on cultivating a culture focused on student growth and success.

I am excited about the possibility of joining the South Carolina Commission on Higher Education as its next President and Executive Director. I am confident, if given the opportunity, I will advance the Commission's vision, mission, and values with integrity and political astuteness. I have been and will continue to be a passionate and relentless advocate for postsecondary education. I am a bold and imaginative leader, a supportive team player and builder, a dynamic communicator and effective listener, and have a proven record of building strong collaborative relationships. I have attached my curriculum vita, which includes contact information of my professional references. I would welcome the opportunity to discuss this position further in person. Thank you very much for your consideration.

Sincerely,

A handwritten signature in dark ink, appearing to read "Rusty L. Monhollon". The signature is fluid and cursive, with a long horizontal stroke at the end.

Rusty L. Monhollon, Ph.D.

# Rusty L. Monhollon, Ph.D.

## Office

Missouri Department of Higher Education  
205 Jefferson Street  
Jefferson City, Missouri 65101  
573-751-5221 (office); 573-310-3659 (mobile)  
[Rusty.Monhollon@dhe.mo.gov](mailto:Rusty.Monhollon@dhe.mo.gov)

## Home



## Education

Ph.D.	History (with honors)	The University of Kansas	1999
M.A.	History	The University of Kansas	1994
B.A.	History, Political Science ( <u>summa cum laude</u> )	Washburn University	1991

## Professional Appointments

Assistant Commissioner for Academic Affairs, Missouri Department of Higher Education, Jefferson City, Missouri, 2011 – present. Responsibilities and duties include:

- Provide leadership for statewide policymaking, strategic planning, institutional mission review, and other high priority areas.
- Manage the Office of Academic Affairs, including budgeting and staffing.
- Represent MDHE to external constituencies in support of policy development and initiatives.
- Provide leadership for implementation of statewide initiatives focused on student success, access, and affordability.
- Design, implement, and monitor public policies related to academic programs, assessment of student success, and institutional performance.
- Coordinate the development and implementation of statewide transfer and articulation policies.
- Supervise the review of academic programs and maintenance of the state’s program inventory.
- Engage with constituents across educational and industry sectors to build strong collaborative relationships to advance statewide goals and objectives.

Interim Assistant Commissioner for Academic Affairs, Missouri Department of Higher Education, Jefferson City, Missouri, 2011.

Senior Associate (Academic Affairs), Missouri Department of Higher Education, Jefferson City, Missouri, 2009-2011.

Associate Professor, Department of History and Political Science, Hood College, Frederick, Maryland, 2007- 2010.

Program Director, Master of Arts in Humanities, Hood College, Frederick, Maryland, 2005-2010.

Assistant Professor, Department of History and Political Science, Hood College, Frederick, Maryland, 2001- 2007.

Visiting Assistant Professor, Department of History, University of Missouri-Columbia, Columbia, Missouri, 1999-2001.

Adjunct Professor, School of Professional Studies, Rockhurst University, Kansas City, Missouri, 1999-2003.

Adjunct Assistant Professor, Department of History, Washburn University, Topeka, Kansas, 1999

Assistant Instructor, Department of History, University of Kansas, 1993-1998.

## Other Relevant Professional Experience (selected)

Development and implementation of The Higher Education Core Curriculum Transfer Act, 2016-present.

State Liaison, Corequisite at Scale Initiative, Complete College America, 2016-present.

State Liaison, Building Mathematics Pathways Initiative, The Dana Center at the University of Texas and



Complete College America, 2014-present.  
Development and implementation of Best Practices in Remediation, 2012-present.  
Member, MOREnet Executive Council, 2011-present.  
Member, CBHE Coordinated Plan Steering Committee, 2014-2015.  
Project Director, "Credit When It's Due: The Missouri Reverse Transfer Initiative," Lumina Foundation, 2012-2015.  
State Liaison, Multistate Collaborative to Award Academic Credit for Military Service, 2013-2015.  
State Liaison, Midwestern Higher Education Compact Tuning Project, 2011-2013.  
Working Group Member and State Director, Multistate Collaborative to Advance Learning Outcomes Assessment, 2011-present.  
Faculty Engagement Subgroup, 2012-present.  
State Coordinator Win-Win Project, Institute for Higher Education Policy and Lumina Foundation, 2011-2013.  
State Coordinator, Assessing Higher Education Learning Outcomes (AHELO), 2011-2013.  
State Lead, Missouri College and Career Readiness Partnership, 2011-2014.  
Higher Education Lead, SMARTER Balanced Assessment Consortium, 2011-2014.  
Middle States Accreditation Steering Committee, Hood College, 2004-2007.  
Chair, Working Group on "Leadership and Governance"  
Chair, Organization of American Historians and American Historical Association Joint Committee on Part-time and Adjunct Employment, 2007-2008.  
Organization of American Historians and American Historical Association Joint Committee on Part-time and Adjunct Employment, 2003-2006.  
Faculty Consultant, The College Board's Advanced Placement Program, Princeton, New Jersey, 1997-1998, 2000-2005  
Test Item writer and consultant, SAT examination, Educational Testing Service, Princeton, New Jersey, 2004  
Grant Reviewer, Teaching American History Grant, U.S. Department of Education, 2004, 2005

### **Publications (Academic)**

#### *Books*

Author, 'This is America?': The Sixties in Lawrence, Kansas (Palgrave, 2002; paperback, 2004).  
Awarded the Edward H. Tihen Publication Award by Kansas State Historical Association, 2003; Nominated for Phi Alpha Theta Annual Book Award, 2003.

Editor, Baby Boom: People and Perspectives (ABC-Clio, 2011).

#### *Articles in refereed journals*

"'An Eternal Truth?': The Life and Legend of John Brown," Catoctin History 8 (Fall/Winter 2006): 26-41.

with Kristen Tegtmeier Oertel, "From Brown to Brown: A Century of Struggle for Equality in Kansas" Kansas History 27:1-2 (Spring-Summer 2004), 116-133; reprinted in The Kansas Territorial Reader (Topeka, KS: Kansas Territorial Sesquicentennial Commission and the Kansas State Historical Society, 2004).

"Taking the Plunge: Race, Rights, and the Politics of Desegregation in Lawrence, Kansas, 1960," Kansas History 20:3 (Autumn 1997):138-159; reprinted in Embattled Lawrence: Conflict and Community, eds. Dennis Domer and Barbara L. Watkins (Lawrence, KS: The University of Kansas Continuing Education, 2001).

*Book Chapters, and Encyclopedia Entries*

- "Student Activism," in "Speaking Out with Many Voices: Documenting American Activism and Protest in the 1960s and 1970s," ed., Heather Thompson (Prentice Hall, 2009)
- "Law and Justice in the 1960s," in Columbia Companion to America in the 1960s, eds. Beth Bailey and David Farber, (Columbia University Press, 2001).
- "Lawrence, Kansas, and the Making of the Sixties" in Embattled Lawrence: Conflict and Community, eds. Dennis Domer and Barbara L. Watkins (Lawrence, KS: The University of Kansas Continuing Education, 2001).
- "Kansas" in Encyclopedia of Civil Rights in the United States, eds. Waldo E. Martin and Patricia L. Sullivan (New York: Macmillan Reference, 2000).
- "Black Power, White Fear: The 'Negro Problem' in Lawrence, Kansas, 1960-1972," in Race Consciousness: African-American Studies for the New Century, eds., Jeffrey Tucker and Judith Jackson Fossett, (New York: New York University Press, 1997), 247-262.

*Other professional publications*

- "From Crisis to Crisis: Costs Only Part of the Problem," Perspectives on History June 2013: available <http://www.historians.org/publications-and-directories/perspectives-on-history/summer-2013/aha-roundtable-on-president-obama%e2%80%99s-college-affordability-plan/from-crisis-to-crisis-costs-only-part-of-the-problem>
- "Adjuncts and Accrediting Commissions: Unlikely Allies?" Perspectives 44:1 (January 2006): 27-29; reprinted in OAH Newsletter 34.2 (May 2006): 19, 23.

*Book Reviews*

- Louis Galambos, Eisenhower: Becoming the Leader of the Free World (Baltimore: Johns Hopkins University Press, 2017) for Kansas History (forthcoming)
- David A. Nichols. A Matter of Justice: Eisenhower and the Beginning of the Civil Rights Revolution (New York: Simon and Schuster, 2007), for Kansas History 31:2 (Summer 2008): 141.
- Joy Ann Williamson, Black Power on Campus: The University of Illinois, 1965-75 (University of Illinois Press, 2003), for the Annals of Iowa 63:3 (Summer 2004): 338-340.
- Mary Ann Wynkoop, Dissent in the Heartland: The Sixties at Indiana University (Bloomington: Indiana University Press, 2002), for the Journal of American History 90:4 (March 2004): 1538.
- Lisa McGirr, Suburban Warriors: The Origins of the New American Right (Princeton, NJ: Princeton University Press, 2002), for American Studies: An Interdisciplinary Journal 44:1/2 (Spring/Summer 2003): 311-313.
- Rebecca E. Klatch, A Generation Divided: The New Left, the New Right, and the 1960s (University of California Press, 1999), and Dominick Cavallo, A Fiction of the Past: The Sixties in American History (St. Martin's Press, 1999), for American Studies: An Interdisciplinary Journal 42:1 (Spring 2001), 215-217.
- Beth Bailey, Sex in the Heartland (Harvard University Press, 1999), for Kansas History, 23:3 (Autumn 2000): 187.
- James West Davidson, et al, Nation of Nations: A Concise History of the American Republic (New York: McGraw-Hill, 1999) for H-Net Reviews (January 2000).
- Glenn T. Eskew, But for Birmingham: The Local and National Movements in the Civil Rights Struggle (University of North Carolina Press, 1997), for The Register of the Kentucky Historical Society 96:2 (Spring 1999): 213-215.
- Stewart Burns, Daybreak of Freedom: The Montgomery Bus Boycott (University of North

Carolina Press, 1997), for The Register of the Kentucky Historical Society 96:1 (Winter 1998): 111-113.

*Non-scholarly publications*

"UNESCO," Frederick News-Post 11 June 2005.

"Brown v. Board of Education," in "The Legacy of Brown v. Board of Education in Frederick County" (a public history project sponsored by the Historical Society of Frederick County), 2004.

**Grants, Awards, and Support Received or Administered on behalf of MDHE (selected)**

Math Pathways to Completion, Dana Center-University of Texas-Austin, 2015-2018. (\$35,000 and technical assistance)

Corequisite at Scale, Complete College America, 2016-17. (\$20,000, technical assistance, statewide workshop and academy)

Building Math Pathways into Programs of Study, Complete College America 2015-16. (technical assistance)

Credit When It's Due, Lumina Foundation, 2012-2015. (\$500,000)

Common Core Postsecondary Collaborative, National Governors Association, 2012-2013. (\$65,000)

Assessing Higher Education Learning Outcomes (AHELO), State Higher Education Executive Officers, 2011-2013. (\$135,000)

Win-Win, Lumina Foundation and Institute for Higher Education Policy (IHEP), 2010-2012. (\$120,250)

**Grants, Awards, and Professional Support (Personal)**

Fellow, SHEEO Academy for State Policy Leadership in Higher Education, 2012.

Hodson Faculty Fellowship, Hood College, 2008-2009.

Nominee, Outstanding Graduate Teacher, Hood College, 2006-2007.

Edward H. Tihen Publication Award, Kansas State Historical Society, 2003.

Fulbright Scholars Program, Scholar to Sweden, 2004 (declined).

Rockefeller Archives, Grant-in-Aid, 2003-2004.

Hartman Center, Duke University Library, travel grant, 2003-2004.

Summer Research Institute Grant, Hood College, 2003.

McCardell Professional Development Grant, Hood College Board of Associates, 2002.

George L. Anderson Dissertation Award, Department of History, University of Kansas, 2000.

Outstanding Volunteer, Brown v. Board of Education National Historic Site, Topeka, KS, 1999.

Alfred M. Landon Historical Research Grant, Kansas State Historical Society, 1996-1997.

**Selected Invited Professional Presentations**

"Why Math Pathways?," Math Pathways Workshop, Kansas City, Missouri, June 8, 2018.

"Corequisite Education in Missouri," Metropolitan Community College Summit on Corequisite Education, Kansas City, Missouri, May 16, 2018.

"Living in the Past: Still Fighting the Sixties," Keynote address for Watkins Museum opening of exhibit on "Free State, Free Spirits: Lawrence's 1960s Counterculture," February 23, 2018.

"The Higher Education Core Curriculum Transfer Act," Annual MDHE Transfer Conference, Osage Beach, Missouri, February 21, 2018

"The Higher Education Core Curriculum Transfer Act and its Impact on Secondary Schools," Missouri School Counselor Association Annual Conference, November 7, 2017.

"The Higher Education Core Transfer Curriculum," Missouri Association of College Registrars and Admissions Officers, Lake Ozark, Missouri, October 23, 2017.



- “The Missouri Mathematics Pathways Initiative,” Metropolitan Community College, September 8, 2017; Ozarks Technical Community College, September 22, 2017; Moberly Community College, September 29, 2017; Southeast Missouri State University, October 9, 2017; St. Louis Community College, October 13, 2017.
- “Shifting Higher Education Governance and the Public Good in a Time of Reduced State Support,” State Higher Education Executive Officers Annual Policy Conference, August 9, 2017, Minneapolis, Minnesota.
- “The Lawrence Fair Housing Act at 50,” City of Lawrence’s Fair Housing 50<sup>th</sup> Anniversary Commemoration, April 14, 2017, Lawrence, Kansas.
- “The Completion Agenda: Something Better than in the Middle,” MCCA Trustee and Administrative Professionals Spring Conference, Ozark, Missouri, May 26, 2016.
- “Remarks Honoring Recipients of Governor’s Award for Excellence in Teaching,” Jefferson City, Missouri, April 13, 2016.
- “Missouri’s Reverse Transfer Initiative,” Education Commission of the States Policy Meeting, Denver, Colorado, 29 July 2015.
- “Rethinking College Readiness and Remedial Education,” Missouri Association of School Administrators Spring Conference, Ozark, Missouri, March 25, 2015.
- “Reverse Transfer in Missouri,” 2015 National Policy Summit on Reverse Transfer, Orlando, Florida, 25 January 2015.
- “The Core Transfer Library,” Missouri Community College Association,” Branson, Missouri, 6 November 2014.
- “Early College Programs and the MDHE,” 2014 High School/College Partnerships Professional Development Conference, University of Missouri-Kansas City, 10 June 2014.
- “STEM Education in Missouri,” Ozarks First STEAM Summit, Nixa, Missouri, 5 April 2014.
- “United States AHELO State Participation and Institutional Management,” Assessing Higher Education Learning Outcomes (AHELO), Feasibility Study Symposium for Participants, Organisation for Economic and Cultural Development, Paris, France, 6 March 2013.
- “Navigating State Policies Related to Awarding Degrees,” IHEP Institutional Policy Forum: Getting Across the Finish Line with Project Win-Win, Washington, D.C. 30 July 2013.
- “Something Better Than in the Middle: HB 1042, the Common Core, and Increased Educational Attainment in Missouri,” Keynote Address, 2013 Missouri Conference on Transfer and Articulation, Columbia, Missouri. 12 February 2012.
- “Building Strong Partnerships among Higher Education Institutions and Employers in Missouri,” Midwestern Higher Education Compact Policy Summit, Cincinnati, Ohio. November 19, 2012.
- “The 2011 Dual Credit Survey Summary Report in Missouri,” National Association for Concurrent Enrollment Programs Annual Meeting, October 2012.
- with Sharon Helwig, “The College and Career Readiness Partnership in Missouri,” ACT State Conference, Columbia, Missouri, March 2012.
- “Missouri Department of Higher Education Statewide Review of Academic Programs,” Midwestern Higher Education Compact Executive Committee Meeting, St. Louis, Missouri, June 9, 2011.
- Kansas Writers’ Symposium, Johnson County Community College, Overland Park, KS, April 2011.
- “Kansas and the Search for the Common Good,” KSHS Summer Institute, CLIO, 2006, Kansas History Center, Topeka, Kansas, June 19-30, 2006
- “A Celebration of the Wilcox Collection of Contemporary Political Movements,” Spencer Research Library, University of Kansas, Lawrence, Kansas, November 2005.
- “Reconstructing the Sixties,” Harpers Ferry Center Speaker Series, National Park Service, Harpers Ferry, West Virginia, 7 July 2004
- “The NAACP’s Legal Assault on Jim Crow,” a Teaching American History Summer Colloquium on “American Rights and Race Relations: The Legacy of Brown v Board,” Washburn University,

Topeka, Kansas, 30 June 2004  
"Reform in American History," the Kansas State Historical Society Summer Institute for Teachers,  
Topeka, Kansas, 16-27 June, 2003  
Black History Workshop on "The Civil Rights Movement: Local Perspectives," Department of History,  
University of Houston, Houston, Texas, 1997.

### Selected Academic Conference Presentations

Presenter, "Teaching the Sixties," at the 2007 Mid-America American Studies Association, Kansas City,  
Missouri, 12-14 April 2007.

Presenter, "The Life and Legend of John Brown," at "Crossroads of War: The Civil War and the Home  
Front in a Mid-Atlantic Border Region," Frederick Community College, 13-14 October 2006.

Presenter, "The Homestead of the Free: The Struggle for Racial Equality in Lawrence, Kansas," at the 2006  
Organization of American Historians Regional Meeting, Lincoln, Nebraska, 6-8 July 2006.

Chair and Commentator, "Civil Rights Activism in the 'Rustbelt'," panel at the 2006 Organization of  
American Historians Regional Meeting, Lincoln, Nebraska, 6-8 July 2006.

Presenter, "The Resurgence of Patriotism during the Reagan Years," presented at "The United States in  
the 1980s: The Reagan Years" Rothmere American Institute, University of Oxford, Oxford,  
England, November 2005.

Moderator, Session on Social Activism, Catoclin Crossroads Conference, Frederick, Maryland, 1 October  
2004.

Presenter, "Brown v. Board of Education as Cultural Icon," "Brown v. Board of Education: A Turning  
Point in American Politics and Culture?" University of Kent, Canterbury, England, 4 September  
2004

Presenter, "Brown v. Board of Education as Cultural Icon" "Telling the Story: Narrating Brown v. Board"  
Washburn University, Topeka, KS, 18-19 May 2004

Commentator, "Before the Patriot Act: American Responses to Communism," panel at the Phi Alpha  
Theta Mid-Atlantic Regional Meeting, 3 April 2004, Delaware State University, Dover, DE

Workshop presentation, "Teaching Brown v. Board of Education as Civil Rights History," "Looking  
Backward, Moving Forward: The Unfinished Business of Brown v. Board of Education," Hood  
College, Frederick, Maryland, 20 March 2004

Presenter, Chair and Commentator, "Doing the Right Thing: Personal Virtue and the Greater Good,"  
Annual Meeting of the American Historical Association, 11 January 2004, Washington, D.C.

Moderator, "The JFK Assassination: Forty Years Later" symposium, 15 November 2003, Hood College,  
Frederick, Maryland

Presenter, "Along the Color Line: Race, Rights, and the Politics of Open Housing," Annual Meeting of the  
Social Science History Association, St. Louis, Missouri, 26 October 2002.

Panel Organizer, "Coloring Citizenship During the Cold War: Discourses of Race and Nationalism,"  
Annual Meeting of the Organization of American Historians, Washington, D.C., 12 April 2002.

Presenter, "'We Mothers . . . Are Fighting to Save Our Sons': Race, Gender, and American Nationalism  
during the Cold War," Annual Meeting of the Organization of American Historians, Washington,  
D.C., 12 April 2002.

Panelist, "The Terrorist Attack: How Do We Respond as a Nation and How Do We Cope Personally With  
the Tragedy," 24 September 2001, Hood College, Frederick, Maryland

Chair and Commentator. "Midwestern Racism and Nativism." Mid-America Conference on History,  
Lawrence, KS, 23 September 2000

Commentator, "Aspects of the African-American Civil Rights Movement." Mid-America Conference on  
History, Lawrence, KS, 23 September 2000

**Service: Hood College**

*Elected Committees*

Enrollment Management Committee, 2004-05, 2005-07      Humanities Council, 2005-08  
Scholarship Committee, 2002-04      Curriculum Committee, 2004-05  
Faculty Executive Committee, 2003-04; Secretary, 2003-04

*Ex officio Committees*

Chair, M.A. in Humanities Admissions Committee, 2005-09  
Chair, M.A. in Humanities Advisory Committee, 2005-09  
Graduate Council, 2005-09

*Ad Hoc and Appointed Committees*

Assessment Committee, 2007-09  
Women's Studies Advisory Committee, 2005-09  
American Studies Advisory Committee, 2003-09  
M.A. in Humanities Advisory Committee, 2003-04  
African-American Studies Advisory Committee, 2002-09  
Middle States Accreditation Steering Committee, 2004-07.  
Planning Committee, "The Unfinished Business of Brown v. Board," Hood College, 2003-04

*Other*

Faculty Advisor, Phi Alpha Theta, 2002-09      Freshman-Sophomore Advisor, 2002-09

**Service: Professional**

Judge, Missouri History Day, 2012.  
Organization of American Historians and American Historical Association Joint Committee on Part-time and Adjunct Employment, 2003-06; Chair, 2007-08.  
Judge, Maryland History Day, 2005, 2006.  
Consultant/Reviewer, "Willing to Die for Freedom: A Look Back at Kansas Territory," exhibit at the Kansas State Historical Society., 2003-04  
Steering Committee Member and Consultant for "The Legacy of Brown v. Board of Education in Frederick County" (Historical Society of Frederick County), 2003-04.  
Manuscript Reviewer for American Studies, 2002.  
Manuscript Reviewer for Kansas History, 1999; 2003-05.  
Consultant, "Racial Discrimination: Integrating Swimming Pools and Public Places," and "End of the Innocence: Campus Unrest in the 60s and College Life Today," Sunflower Journeys, Dave Kendall, producer, KTWU, Topeka, KS.

**Service on Boards and Commissions (ex officio)**

Missouri Advisory Board for Educator Preparation  
MOREnet Council  
eMints Advisory Board  
Missouri Education & Research Council  
NASA-EPSCoR Missouri Technical Advisory Committee  
Missouri Math and Science Coalition

**Community Organizations**

Member, Columbia South Rotary Club, 2015-present; Program Committee Chair, 2018-2019.  
President, Mill Creek Manor Board of Directors, 2017-2018 (Columbia, Missouri); Vice President 2015-2017.



Loaves and Fishes, volunteer, 2011- present (Columbia, Missouri)  
Boy Scout Troop 706, Treasurer, 2011-2012 (Columbia, Missouri)  
Habitat for Humanity, Volunteer (Frederick, Maryland)  
Cub Scout Leader (Middletown, Maryland)  
Advisory Team, The Dreaming (a public arts project in Frederick, Maryland)  
Consultant, "The Struggle for Racial Equality in Frederick County" (Frederick, Maryland, NAACP)

### **Organizational Affiliations**

University of Kansas Alumni Association, Life Member.  
Association of American Colleges & Universities, 2011-present.  
State Higher Education Executive Officers, 2011-present.  
Organization of American Historians, 1995-2010.  
American Historical Association, 1997-2005.  
American Studies Association, 2004-10.  
Mid-America American Studies Association, 2004-10.  
Chesapeake American Studies Association, 2004-10.  
Social Science History Association, 2002  
The Association for the Study of African-American Life and History, 1996.  
Kansas State Historical Society, 1997-99.

### **Courses taught and developed**

#### *Survey courses*

African-American History to 1900	United States History since 1865
African-American History/20 <sup>th</sup> Century	United States History before 1865

#### *Upper-division courses*

Race and Racism in the United States	Twentieth-Century America
America in the 20 <sup>th</sup> Century, 1900-1945	America in the 1960s
African-American Political Thought	Hollywood's America
America in the 20 <sup>th</sup> Century, 1945-20	Women in United States History
Our Times: America since 1945	Recent United States History, 1918-1945
Nuclear America	Recent U.S. History in Biographical Perspective

#### *Graduate courses*

Race and Racism in the United States	America in the 1960s
Women in United States History	Hollywood's America
Humanities & the Western Tradition, Part II	

**Rusty Monhollon**  
**Professional References**

Dr. David R. Russell, Commissioner Emeritus  
Missouri Department of Higher Education



Current Supervisor

Zora Mulligan, Commissioner of Higher Education  
Missouri Department of Higher Education  
205 Jefferson Street  
Jefferson City, Missouri 65102  
(573) 751-2361 [Zora.Mulligan@dhe.mo.gov](mailto:Zora.Mulligan@dhe.mo.gov)

Dr. Roger D. Drake, President  
Central Methodist University  
411 Central Methodist Square  
Fayette, Missouri 65248  
660-248-6221 [rdrake@centralmethodist.edu](mailto:rdrake@centralmethodist.edu)

Dr. Deborah Curtis, President  
Indiana State University  
200 North Seventh Street  
Terre Haute, Indiana 47809-1902  
(217) 991-1294 [Deborah.Curtis@indstate.edu](mailto:Deborah.Curtis@indstate.edu)

Hon. Kathy Swan  
Missouri House of Representatives  
President, JCS Wireless  
3926 Annwood  
Cape Girardeau, Missouri 63701  
(573) 335-5555 [kathy.swan@jcs-wireless.com](mailto:kathy.swan@jcs-wireless.com)

Dr. Dwyane Smith, Provost  
Harris-Stowe State University  
3026 Laclede Avenue  
St. Louis, Missouri 63103  
(314) 340-3611 [SmithD@hssu.edu](mailto:SmithD@hssu.edu)

Dr. Robert B. Stein  
Consultant, Educational Partnerships  
Past Commissioner of Higher Education (Missouri)



**Additional references upon request**

## EMPLOYMENT APPLICATION



**STATE OF SOUTH CAROLINA**  
 Division of Human Resources 8301 Parklane Road, Suite A220  
 Columbia, South Carolina 29223  
 (803) 896-5300  
<http://www.jobs.sc.gov>

**Smith, Oran P**  
**87516 PRESIDENT AND EXECUTIVE DIRECTOR**

**Received:** 3/24/19 6:07 PM

**For Official Use Only:**

QUAL: \_\_\_\_\_

DNQ: \_\_\_\_\_

Experience

Training

Other: \_\_\_\_\_

## PERSONAL INFORMATION

<b>POSITION TITLE:</b> PRESIDENT AND EXECUTIVE DIRECTOR		<b>EXAM ID#:</b> 87516
<b>NAME:</b> (Last, First, Middle) Smith, Oran P		<b>SOCIAL SECURITY NUMBER:</b> N/A
<b>ADDRESS:</b> (Street, City, State, Zip Code) [REDACTED]		<b>EMAIL ADDRESS:</b> [REDACTED]
<b>HOME PHONE:</b> [REDACTED]	<b>ALTERNATE PHONE:</b> [REDACTED]	<b>NOTIFICATION PREFERENCE:</b> Email
<b>DRIVER'S LICENSE:</b> <input type="checkbox"/> Yes <input type="checkbox"/> No	<b>DRIVER'S LICENSE:</b> State: SC Number: [REDACTED]	<b>LEGAL RIGHT TO WORK IN THE UNITED STATES?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No

## PREFERENCES

<b>MINIMUM COMPENSATION:</b>	<b>ARE YOU WILLING TO RELOCATE?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Maybe
<b>WHAT TYPE OF JOB ARE YOU LOOKING FOR?</b> Regular	
<b>TYPES OF WORK YOU WILL ACCEPT:</b> Full Time	
<b>SHIFTS YOU WILL ACCEPT:</b> Day, Evening, Night, Weekends	
<b>OBJECTIVE:</b>	

## EDUCATION

<b>DATES:</b> From: 1/1991 To: 12/1995	<b>SCHOOL NAME:</b> University of South Carolina	<b>DEGREE RECEIVED:</b> Doctorate
<b>LOCATION: (City, State)</b> Columbia, South Carolina	<b>DID YOU GRADUATE?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No	<b>UNITS COMPLETED:</b>
<b>MAJOR:</b> Government		
<b>DATES:</b> From: 8/1988 To: 12/1990	<b>SCHOOL NAME:</b> University of South Carolina	<b>DEGREE RECEIVED:</b> Master's
<b>LOCATION: (City, State)</b> Columbia, South Carolina	<b>DID YOU GRADUATE?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No	<b>UNITS COMPLETED:</b>
<b>MAJOR:</b> Public Administration		
<b>DATES:</b> From: 8/1981 To: 5/1985	<b>SCHOOL NAME:</b> Clemson University	<b>DEGREE RECEIVED:</b> Bachelor's
<b>LOCATION: (City, State)</b> Clemson, South Carolina	<b>DID YOU GRADUATE?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No	<b>UNITS COMPLETED:</b>
<b>MAJOR:</b> Political Science		

## WORK EXPERIENCE

<b>DATES:</b> From: 7/1993 To: Present	<b>EMPLOYER:</b> Coastal Carolina University	<b>POSITION TITLE:</b> Board of Trustees
<b>ADDRESS:</b> (Street, City, State, Zip Code) PO Box 121954, Conway, South Carolina, 29526		<b>COMPANY URL:</b> <a href="http://www.coastal.edu">www.coastal.edu</a>
<b>PHONE NUMBER:</b> 8433492005	<b>SUPERVISOR:</b> William Biggs - Chairman	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 1	<b>SALARY:</b> \$0.00/month	<b># OF EMPLOYEES SUPERVISED:</b>

**DUTIES:**  
 I list this volunteer position on my application due to the fact that I have represented the Second Congressional District on the Coastal Carolina University Board of Trustees since July 1, 1993. I estimate this service to include over 100 board meetings and an even larger number of committee meetings which has served as a great source of knowledge about higher education policy and governance. I have chaired the Academic Affairs & Assessment (formerly Academic & Student Affairs) Committee since 2000 and have served on numerous ad hoc committees and panels. Additional details on vita attached.

<b>REASON FOR LEAVING:</b>		
<b>DATES:</b> From: 3/2013 To: Present	<b>EMPLOYER:</b> Palmetto Promise Institute	<b>POSITION TITLE:</b> Senior Fellow & Board of Directors



<b>ADDRESS:</b> (Street, City, State, Zip Code) PO Box 12676, Columbia, South Carolina, 29211		<b>COMPANY URL:</b> www.palmettopromise.org
<b>PHONE NUMBER:</b> 8037080673	<b>SUPERVISOR:</b> Ellen Weaver - President & CEO	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$10,000.00/month	<b># OF EMPLOYEES SUPERVISED:</b> 3
<b>DUTIES:</b> Education, healthcare and fiscal policy research. Legislative Liaison.		
<b>REASON FOR LEAVING:</b>		
<b>DATES:</b> From: 1/2002 To: 12/2018	<b>EMPLOYER:</b> Palmetto Family	<b>POSITION TITLE:</b> President & CEO
<b>ADDRESS:</b> (Street, City, State, Zip Code) 1414 Lady Street, Columbia, South Carolina, 29201		<b>COMPANY URL:</b> www.palmettofamily.org
<b>PHONE NUMBER:</b> 8037335600	<b>SUPERVISOR:</b>	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$9,000.00/month	<b># OF EMPLOYEES SUPERVISED:</b> 5
<b>DUTIES:</b> Legislative liaison, board recruitment & team building, branding, communications, research, policy analysis, fundraising & development. Additional details on vita attached.		
<b>REASON FOR LEAVING:</b> To assume full-time duties at Palmetto Promise Institute. These positions overlapped for a period of time.		
<b>DATES:</b> From: 7/1999 To: 12/2001	<b>EMPLOYER:</b> South Carolina BIPEC	<b>POSITION TITLE:</b> Chief Operating Officer
<b>ADDRESS:</b> (Street, City, State, Zip Code) 1301 Gervais Street, Suite 901, Columbia, South Carolina, 29201		<b>COMPANY URL:</b> www.scbipec.com
<b>PHONE NUMBER:</b> 8032540476	<b>SUPERVISOR:</b> Thomas O. DeLoach - President & CEO	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 45	<b>SALARY:</b> \$0.00/month	<b># OF EMPLOYEES SUPERVISED:</b>
<b>DUTIES:</b> Served as COO/CFO and Director of Research. Additional details on vita attached.		
<b>REASON FOR LEAVING:</b> Accepted CEO position at Palmetto Family.		
<b>DATES:</b> From: 6/1988 To: 6/1999	<b>EMPLOYER:</b> First Impressions, Inc. (RQA)	<b>POSITION TITLE:</b> Vice President
<b>ADDRESS:</b> (Street, City, State, Zip Code) 1620 Gervais Street, Columbia, South Carolina, 29201		<b>COMPANY URL:</b> www.rqasc.com
<b>PHONE NUMBER:</b> 8037998638	<b>SUPERVISOR:</b> Richard M. Quinn, Sr. - Principal	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 45	<b>SALARY:</b> \$0.00/month	<b># OF EMPLOYEES SUPERVISED:</b>
<b>DUTIES:</b> Public policy and public relations. Governmental relations, publications, higher education and business consulting. Additional details on vita attached.		
<b>REASON FOR LEAVING:</b> Accepted COO position at South Carolina Business & Industry Political Education Committee.		
<b>DATES:</b> From: 5/1987 To: 6/1988	<b>EMPLOYER:</b> Office of the Governor, State of South Carolina, Division of Economic Development	<b>POSITION TITLE:</b> Grants Administrator
<b>ADDRESS:</b> (Street, City, State, Zip Code) 1205 Pendleton Street, Columbia, South Carolina, 29201		<b>COMPANY URL:</b>
<b>PHONE NUMBER:</b> 8037345049	<b>SUPERVISOR:</b> Doug McKay - Director	<b>MAY WE CONTACT THIS EMPLOYER?</b> <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>HOURS PER WEEK:</b> 40	<b>SALARY:</b> \$0.00/month	<b># OF EMPLOYEES SUPERVISED:</b>
<b>DUTIES:</b> Oversaw federal Community Development Block Grants (CDBG) in the Division of Economic Development. Now a division of the Department of Commerce. Additional details on vita attached.		
<b>REASON FOR LEAVING:</b> To accept a position with First Impressions, Inc (RQA).		

**CERTIFICATES AND LICENSES**

Nothing Entered For This Section

**Skills**

Nothing Entered For This Section

**ADDITIONAL INFORMATION**

## Nothing Entered For This Section

## REFERENCES

<b>REFERENCE TYPE:</b> Professional	<b>NAME:</b> Kenneth B. Wingate, Esq.	<b>POSITION:</b> former Commissioner & Chairman, SC CHE
<b>ADDRESS:</b> (Street, City, State, Zip Code) Sweeny Wingate & Barrow, 1515 Lady Street, Columbia, South Carolina 29201		
<b>EMAIL ADDRESS:</b> kbw@swblaw.com		<b>PHONE NUMBER:</b> 803 256-2233
<b>REFERENCE TYPE:</b> Professional	<b>NAME:</b> Todd K. Atwater	<b>POSITION:</b> President & CEO
<b>ADDRESS:</b> (Street, City, State, Zip Code) South Carolina Medical Association, 132 Westpark Boulevard, Columbia, South Carolina 29210		
<b>EMAIL ADDRESS:</b> tkatwater@scmedical.org		<b>PHONE NUMBER:</b> 8037986207
<b>REFERENCE TYPE:</b> Professional	<b>NAME:</b> Michael R. Brenan	<b>POSITION:</b> President
<b>ADDRESS:</b> (Street, City, State, Zip Code) BB&T of South Carolina, Columbia, South Carolina 29201		
<b>EMAIL ADDRESS:</b> mbrenan@bbandt.com		<b>PHONE NUMBER:</b> 8032511440

**Agency-Wide Questions**

1. **Have you ever been convicted of a criminal offense? Note: Omit minor vehicle violations and any offense committed before your 17th birthday which was finally adjudicated in juvenile court or under a youthful offender law. Conviction of a criminal offense is not necessarily an absolute bar to state government employment in all cases. Each conviction is evaluated individually.**  
No
2. **If yes, please list charge(s), indicate where you were convicted, the date, and the disposition status of the conviction.**
3. **Are you currently employed by the State of South Carolina?**  
No
4. **If so, in which agency do you currently work?**
5. **Do you have any relatives employed with the State of South Carolina?**  
No
6. **If yes, please provide below the name(s), relationship, and agency.**
7. **Have you ever been terminated from any job?**  
No
8. **If yes, please explain.**
9. **Can you, after employment, submit proof of your legal right to work in the United States?**  
Yes
10. **Have you been separated from South Carolina State Government employment as a part of a reduction-in-force within the past 12 months?**  
No



### Job Specific Supplemental Questions

**Supplemental questions are considered part of your official application. Applications are incomplete if you fail to answer all supplemental questions, education and work history. Any misrepresentation will result in your disqualification from employment. Please complete the State application to include all current and previous work history and education.**

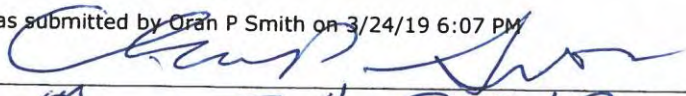
1. **Provide an explanation for any gaps in the employment official application. A resume will not be accepted nor reviewed to determine if an applicant has met the qualifications for the position. Incomplete applications are not referred to hiring managers. I have read and acknowledge the above statement.**  
Yes
2. **Describe in 3-5 sentences your executive and/or management experience.**  
For twenty years I have managed or co-managed organizations that report to boards of directors. I have hired, evaluated, trained, mentored, coached, and on occasion released employees. I have formulated and managed budgets, resolved legal issues, and written and executed strategic plans. In addition, I have both written successful grant applications and served as a grant administrator.
3. **What are the three most important trends in higher education nationally?**  
I would classify three important trends in higher education nationally under the categories The Role of Technology, The Demands of Job Readiness, and The Importance of Partnerships.  
Technology has become the sine qua non of higher education. From the use of statistical dashboards for evaluating academic programs and their outcomes to data privacy to the compounding trend toward online education, the importance of technology cannot be overestimated. The advent of online learning has driven a related trend of older and older adult learners and the rise in importance of entities such as Online Program Managers (OPMs) to assist universities in meeting this challenge.  
In terms of what I will call The Demands of Job Readiness, millennial and GenX students are demanding that higher education provide a smooth transition to the workplace, a demand not so different from that of employers, parents, and governmental budget writers. Certification and other credentials beyond a technical or baccalaureate degree will continue to rise in desirability as well.  
The Importance of Partnerships encapsulates sub-trends of reaching beyond academe to find scholars and leaders, turning to Income Share Agreements, public-private partnerships, or auxiliary enterprises to balance institutional budgets, and fostering better town-gown relations for economic development and meeting the needs of the local economy.  
Clearly, these trends interlock and successful negotiation of them will rise or fall together.
4. **Describe in 2-3 sentences the largest challenge facing higher education in South Carolina.**  
Were I able to list a fourth national trend above, I would have chosen South Carolina's number one challenge: affordability. The Commission identified this challenge some time ago and gave it a more pronounced meaning through the public release of the work of my friend and premier South Carolina economist Dr. Rebecca Gunlauggson. As the father of two current college students, I know first-hand the challenge of meeting the costs of college.
5. **What unique opportunities do you see in South Carolina for higher education?**  
Recently, the Governor, the Speaker of the House, and the President of the Senate held a news conference with the State Superintendent of Education to announce that they would be working symbiotically to reform K-12 education in South Carolina through legislation. It was a significant event. Since that time, the bill in question, originally designed for economic development purposes, has expanded and gained momentum. It is no secret that the near-crisis in both teacher compensation and school performance brought the leaders together. In this case, the familiarity that comes from a small demographic merged with the crisis to create opportunity. The crisis was not wasted.  
This crisis of college affordability makes South Carolina ripe for similar landmark reforms in higher education. With a new winsomeness, the Commission should focus on the academic and financial needs of the baccalaureate and research university student. That means fostering Partnerships, building bridges to business through promoting Job Readiness, and embracing the challenges of Technology. If the Commission has the courage to do so, South Carolina can personify the famous quotation of former U.S. Senator Claiborne Pell: "The strength of the United States is not the gold at Fort Knox or the weapons of mass destruction that we have, but the sum total of the education and the character of our people."

The following terms were accepted by the applicant upon submitting the online application:

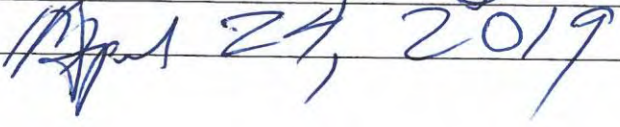
By clicking on the 'Accept' button as my electronic signature, I hereby certify that every statement I have made in this application and accompanying material is true and complete to the best of my knowledge. I understand that any false or incomplete answer may be grounds for not employing me or for dismissing me after I begin work. I understand that I will have to produce documentation verifying identity and employment eligibility in the United States. Student Loan: State law (59-111-50) prohibits employment with the State to people who have defaulted on certain student loans, unless they can prove that satisfactory arrangements have been made for repayment. By clicking on the "Accept" button as my electronic signature, I certify that I am not currently in default on any student loan. I understand that I may be required to verify any and all information given on this application. I understand that this completed application is the property of the State of South Carolina and will not be returned. Authority to Release Information: By clicking on the "Accept" button as my electronic signature, I consent to the release of information to authorized officers, agents, and/or employees of the State of South Carolina which may include but not be limited to information concerning my past and present work; including my official personnel files; attendance records; evaluations; educational records including transcripts; military service; law enforcement records; and/or any personnel record deemed necessary. In addition, I consent to authorize appropriate officers, agents, and/or employees of the State to make inquiries of third parties in connection with my application for employment. I further release the organization, educational entity, present and former employers, law enforcement organizations, all third parties from any and all claims of whatever nature that I may have as a result of any inquiry or response given to such inquiries made in connection with my application for employment. If I requested that my present employer not be contacted, an offer of employment may be conditioned upon acceptable information and verification from that employer prior to beginning work. I understand that I must notify the agency with the vacant position of any changes in my name, address, or phone number. I understand that this completed application is the property of the State of South Carolina and will not be returned ... **Notice 30-2-40(B).**

This application was submitted by Oran P Smith on 3/24/19 6:07 PM

Signature \_\_\_\_\_



Date \_\_\_\_\_



# ORAN P. SMITH, PHD



## Personal Information

Born: [REDACTED], Greer, South Carolina.

Marital Status: Married, 3 children (Clemson junior, USC freshman, HS freshman).

Native of Greer (Greenville County); Resident of Leesville (Lexington County), SC



## Education

B.A., Clemson University, Political Science, May, 1985.

M.P.A., University of South Carolina, Public Administration, December, 1990.

Ph.D., University of South Carolina, Political Science, December, 1995.

Additional graduate studies: The George Washington University, Washington, D.C., 1985

## Areas of Academic Interest

Public Administration

(State Government, Public Budgeting, Administrative Law, Grants Administration)

American Government

(Southern Politics, American Presidency, Political Parties & Interest Groups, Electoral Behavior)

Public Policy

(K-12 Education, Higher Education, Energy, Religious Freedom, Marriage & Family)

Politics and History

(Antebellum Politics, Politics of the Founding Era)

Politics and Religion

(Fundamentalism, Evangelicalism, Southern Baptists, American Presbyterianism)

## Professional Experience

**Co-Founder, Senior Fellow & Secretary of the Board of Directors**

**Palmetto Promise Institute**

**Columbia, SC**

February 2013-present

Palmetto Promise Institute (formerly Palmetto Policy Forum) is a 501c3 non-profit educational foundation operating in Columbia and Greenville. I assisted with the formation of this new public policy research organization with three Greenville business leaders (Dan Adams, Phil Hughes and Jim Demint). There is also representation on the board from Spartanburg, Columbia, Charleston and Hilton Head Island.

I focus on *research* and *relationships*--crafting the academic/practical research necessary to inform the public and members of the General Assembly and communicating that analysis using high-end graphic design and direct personal interaction with state leaders. The goal of the organization is



bringing reform to South Carolina with a focus on human flourishing and expanded opportunity. I also serve as board secretary and perform other duties assigned by the board.

**President & Chief Executive Officer**

**Palmetto Family Council**

**Columbia, SC**

January 2002-January 2018

Palmetto Family Council is a 501c3 non-profit educational foundation dedicated to defending and strengthening families in South Carolina. As Executive Director, and later President & CEO of Palmetto Family Council:

- ❖ *Management.* Serving as an executive overseeing a team consisting of personnel in development, communications, program, administration, research, and legislative relations roles. Hiring, evaluating performance, coaching a staff toward a common purpose.
- ❖ *Development.* By utilizing a wide array of strategies—large events, small group meetings, one-on-one Major Donor meetings, online and direct mail Annual Fund giving, and grants, support for the organization increased ten-fold, from under \$100,000 the year before my tenure to a peak approximately \$1,000,000.
- ❖ *Reputation.* During my tenure, the organization moved from narrow influence and limited presence to the only comprehensive faith-based public policy organization in the state. The organization and its President have been quoted in state, national and international media on a wide variety of topics related to faith and the public square. Media and public officials alike appreciate the academic, temperate approach the organization has taken in fulfilling its educational mission.
- ❖ *Communication.* Much of the success in raising the profile of the organization was been due to my active schedule as a speaker and writer. I spoke in a wide range of settings (from Rotary Clubs to Ministerial Associations to College Campuses) and my writing took every format from print to newsprint to web.
- ❖ *Governance.* The Board of Directors grew in capacity and influence.
- ❖ *Training.* In order to pass the mission to the next generation, we partnered with organizations to support fellowships for law students and high school students and I personally mentored them for future public service.
- ❖ *Vision.* I led the board in a series of retreats and meetings to hone the mission of the organization and craft its vision for the future.
- ❖ *Innovation.* I led the organization into full utilization of “Web 2.0” (social networking) as well as “Web 1.0” (brochureware). We were a leader among associations in using the full power of the internet to interact with youth, donors and friends.

**Executive Vice President and Chief Operating Officer (COO)**

**South Carolina Business & Industry Political Education Committee (BIPEC)**

**Columbia, SC**

July, 1999 – December, 2001

BIPEC serves as a corporate roundtable for South Carolina’s largest and most influential businesses. During my tenure as Executive Vice President & COO:

- ❖ Developing innovative new research products for the membership.
- ❖ Serving as primary writer and researcher.
- ❖ Overseeing all publications and communications.
- ❖ Producing and emceeing a nationally televised Presidential Debate with CNN's Larry King Live.
- ❖ Producing Annual Meeting events and raising funds for those events.
- ❖ Serving as CFO, being responsible for all financial reports, accounts payable, accounts receivable and all reports for state and federal agencies.
- ❖ During my tenure as #2 staff member, the organization's reputation changed from that of a part-time operation to a proactive modern association and the premier source for business research. The organization also enjoyed clean financial audits during my service on the staff.

**Vice President**

**Richard Quinn and Associates**

**Columbia, SC**

June 1988 - June, 1999

Client accounts I managed during my tenure included Clemson University, the South Carolina Chamber of Commerce, BIPEC, Sumter School District 17, and Democratic and Republican political candidates for Circuit Solicitor, SC House, SC Senate, US Congress, US Senate, State Superintendent of Education and President of the United States. I engaged in no lobbying.

**Community Development Block Grant (CDBG) Administrator**

**Upper Savannah Region**

(Abbeville, Greenwood, Laurens, McCormick, Saluda, & Edgefield Counties)

**Office of the Governor**

**Columbia, SC**

May 1987 - June 1988

**Regional Staff Director**

**Carolina Innovation Group**

**Charlotte, NC**

1986

**Public Service**

**Coastal Carolina University Board of Trustees**

1993-present

Coastal Carolina University is a state-supported, 10,000 FTE, baccalaureate higher education institution with campuses in Conway, Myrtle Beach and Georgetown, SC.

As Chairman of the Academic & Student Affairs Committee since 2000 and member of the committee since 1993:

- ❖ Overseeing the development and approval of all new academic programs, majors and minors.

- ❖ Working with the Vice President for Student Affairs and Associate Vice President for Student Affairs to maintain high standards for student behavior, a high quality extracurricular experience, and adequate health and recreational facilities.
- ❖ Overseeing the awarding of Tenure & Promotion as well as post-tenure review.
- ❖ Overseeing appeals to the Committee as the final step in faculty grievance process.
- ❖ Working with the President of Faculty Senate and other faculty leaders to insure good relationships in governance and curriculum development.
- ❖ Working with the Provost in self-studies and other facets of the accreditation process by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) including the vetting of proposed campus Quality Enhancement Plans (QEPs).
- ❖ Monitoring with the Provost and President the University's progress on a series of dashboard indicators related to quality.
- ❖ Monitoring with the Provost progress toward greater utilization of technology and distance learning programs of the University.

As a member of the full board, serving since its inception in 1993:

- ❖ Assisting in the smooth transition of the University from a campus of the University of South Carolina to an independent state university.
- ❖ Serving as Chair of the Committee to Develop Official University Seal.
- ❖ Serving as Chair of the Committee to Select Consultant for Presidential Search.
- ❖ Serving as an ex-officio member of the Presidential Search Advisory Committee, spokesperson and liaison with search firm.
- ❖ Serving on Finance Committee, Development & Alumni Affairs Committee, Audit Committee, Honorary Degree Committee, Governmental Affairs Committee, Executive Committee.
- ❖ *Chronicle of Higher Education* and *Chronicle Review*
- ❖ Association of Governing Boards (AGB) member.
- ❖ Serving as Trustee liaison to Coastal Carolina University Chapter, American Association of University Professors, 2013-
- ❖ Serving on Ad Hoc Committee to Revise University Alcohol Policy, 2013-2014.
- ❖ Serving on Ad Hoc Committee on Renovation of Historic Singleton Hall, 2013.
- ❖ Serving as Acting Chairman in absence of Chairman, 2013, 2014.
- ❖ Serving as Trustee liaison to Provost Search Advisory Committee, 2013-2014.
- ❖ Serving as investigator for Board in the matter of MBA credit awards.

First Presbyterian Church (ARP), Columbia, SC

President, Men of the Church, 2001-2003

Founding Editor, *First Pres.* Magazine, 2004-2005

Program Consultant, 2003.

Founding Teacher, Critical Issues (Worldview) Sunday School Class, 2003 – 2008

Deacon, 2004-2006; Elder, 2015-2018

Lecturer, FPC Youth Chorus YouthQue Conference, Washington, DC, 2013

Board of Trustees, *The ARP Magazine*, 2007-2012; Chairman 2010-2012

Delegate to meeting of General Synod, ARP Church, 2016.



Public Relations Committee, SC Business Advisory Council for Higher Education, 1995-  
Faculty, Buckley School of Public Speaking, 1985-1987  
Advisory Committee, SC Commission for Minority Affairs, 2004-  
Vice Chairman, SC Republican Party, 1987-1991.  
Parliamentarian, conventions and public meetings, 1987-  
Judge, SC Student Legislature, 1987-1989, 1993.  
Intern, Office of the Administrator, General Services Admin., Washington, DC, 1985  
Intern, National Alliance of Senior Citizens, Falls Church, VA, 1982  
Intern, Office of Congressman Carroll A. Campbell, Jr., Washington, DC, 1980

### **Academic Teaching Experience**

Adjunct Instructor  
Department of Government and International Studies  
University of South Carolina, 1994-1995

GINT 363 Southern Politics  
GINT 201 American Government

### **Books & Book Chapters**

*The Rise of Baptist Republicanism* (NYU Press, 1998, 2000)  
Named a CHOICE Outstanding Academic Book by the American Library Association.

South Carolina: Integration and Challenge?, with James L. Guth in *God at the Grassroots 2016: The Christian Right in American Politics*, Mark J. Rozzell and Clyde Wilcox, eds. (Rowman and Littlefield, 2018).

"South Carolina Christian Right: Just Part of the Family Now?" with James Guth in *God at the Grass Roots: The Christian Right in the 1996 Elections*, Mark J. Rozzell and Clyde Wilcox, eds. (Rowman and Littlefield, 1997).

"South Carolina as Southern State: Religion, Race and Republicanism," in *South Carolina Government: A Policy Perspective* (USC Institute of Public Service & Policy Research, 2003.)

### **Publications & Presentations**

"Harry Truman and His Secretaries of State," Annual Meeting of the South Carolina Political Science Association, Furman University, March 1992.

"Mobilization or Motivation?: Conservative Christians as Interest Group, 1980-1988," Annual Meeting of the South Carolina Political Science Association, Presbyterian College, March 1993.

"Bill Clinton's Church? Southern Baptists and Politics 1980-1992," Annual Meeting of the Southern Political Science Association, Savannah, Georgia, November, 1993.

"Revisiting the Two-Party Thesis: The Several Faces of South Carolina Fundamentalist Politics, 1976-1994," Annual Meeting of the South Carolina Political Science Association, Clemson University, February 1994. Cited in James L. Guth, "South Carolina: The Christian Right Wins One," *PS: Political Science & Politics*, 28:1, 8-11.

"Public Administration and Higher Education Reform," Opinion-Editorial column, Myrtle Beach *Sun-News*, March 4, 1994.

"Is the South Still the Bible Belt?" presentation / panel on Southern Politics, *National Review* Summit, Charleston, S.C., June 1994.

"Continuity and Change in Dixie's Established Church: Southern Baptists and Politics 1930-1990," Annual Meeting of the American Political Science Association, New York, New York, September 1994.

"Irrepressible Conflict: The South's Own Religious Civil War," Annual Meeting of the Southern Political Science Association, Atlanta, Georgia, November 1994.

"Fundamental Differences: The Three Branches of the Religious Right," *The Journal of Political Science*, Volume XXIII, 1995.

"Fundamentalism," in *Encyclopedia of the American Right*. Gregory Wolfe, ed. (Garland Publishing, 2002).

"Cutting Government Down to Size," in *Reclaiming the Legacy: A New Public Policy Agenda for South Carolinians*, Thomas Moore, ed. (Columbia: S.C. Policy Council, 1995).

"Higher Education Reform," white paper drafted for the SC Business Advisory Council on Higher Education, Winter, 1996.

"Pro and Anti-Flag Groups Use 'Heritage,'" Op-Ed, Myrtle Beach Sun News, March 6, 1997, p.A-9.

"Sorting Out the Heritage Groups," *The [Greenville] Times-Examiner*, March 19, 1997 and *The Greer Citizen*, February, 26, 1997, *The Lancaster News*, February 26, 1997.

"Confederate Flag Issue Hides Deeper Question," Op-Ed, The [Columbia, SC] *The State*, December 8, 1996.

Co-Author, *Father Absence: A South Carolina Crisis* (Palmetto Family Council, June, 1997).

"Baptists," for *The Encyclopedia of Politics and Religion*, Robert Wuthnow, Editor in Chief, (Congressional Quarterly, 1998).

“The Rise of S.C. Baptist Republicanism,” *Policy Forum*, Spring 1998.

“Baptists,” for *The Encyclopedia of Politics and Religion 2<sup>nd</sup> Edition*, Robert Wuthnow, Editor in Chief, (Congressional Quarterly, 2007).

*Dominion & Stewardship: A Biblical Case for Animals* (Palmetto Family Council, 2009) with Janet Scouten.

*South Carolina Cultural Indicators: An In Depth Record of Important Social Statistics Affecting the Family in South Carolina* (Palmetto Family Council, 2011).

*Transformation: What South Carolina Can Learn from Florida’s Education Reforms* (Palmetto Policy Forum, 2013) with Dr. Matthew Ladner.

*Unaffordable Care: Why Medicaid Expansion is Bad Medicine for South Carolina* (Palmetto Policy Forum, 2013).

*How Common Core Sadly Went Wrong: Bringing Common Sense to Education Standards in South Carolina* (Palmetto Policy Forum, 2014).

*The Uncertain Future of Santee Cooper* (Palmetto Promise Institute, 2018 with Michael Maloney and Katie Player).

*Stronger Together: Expanding Opportunity Through School District Consolidation* (Palmetto Promise Institute, 2018).

*Empowering Enterprise: The Benefits of Electricity Competition* (Palmetto Promise Institute, 2018 with Michael Maloney).

Numerous additional op-ed articles in *The Greenville [SC] News*, *The [Columbia, SC] State*, and *The Myrtle Beach [SC] Sun News*, 1988-present.

### **Speeches and Interviews**

“Can Virtue Be Taught? Is Character Education Possible?” Jackson Family Center for Ethics & Values “Tea & Ethics” Lecture, Coastal Carolina University, February 23, 2017.

“Examining the Role of Evangelicals in the 2016 Election Cycle,” Panel Discussion, North Greenville University, October 11, 2016.

“Contact Sport: The Hardball Politics of the Palmetto State,” Lecture, Edwards College of Humanities & Fine Arts, September 7, 2016.

Panelist, CNN Presidential Town Hall (Donald Trump, Jeb Bush, John Kasich) with Anderson Cooper, USC Law School Auditorium, February 18, 2016.



“The Common Core Standards: Facts and Myths,” Lecture & Panel Discussion, Spadoni College of Education, Educational Forum, April 9, 2014.

“The Church and The Sanctity of Human Life,” James Henley Thornwell Memorial Lecture, First Presbyterian Church, Columbia, S.C., Summer 2008.

Guest Lecturer, "Graduate Studies in Political Science," Pi Sigma Alpha chapter, Clemson University, Clemson, SC, March 1988.

Panelist, "Democrats and Republicans: Their Platforms and Strategies," Greenville County League of Women Voters, Greenville, SC, October 1988.

Moderator, S.C. Lt. Governor Candidate Debate Series; Clemson, SC, March, 1990 and Greenville, SC, April, 1990.

Luncheon Speaker, National Conference of Secretaries of State, Charleston, SC, August, 1996.

Live Political Analyst, 1994 Primary, Runoff, and General Election News Coverage, WVOC-AM, Columbia, South Carolina, August 9, August 23, and November 8, 1994.

Live Political Analyst, 1996 General Election Returns, WORD/WFBC, Greenville/ Spartanburg, South Carolina, November, 1996.

Live Political Analyst, 1998 General Election Returns, WOLO-TV 25, Columbia, S.C., November 3, 1998.

Live Political Analyst, Primary and General Election Returns, WVOC, Columbia, South Carolina, 2000, 2002, 2004, 2006, 2008, 2010.

Live Political Analyst, Presidential Primary Returns, WIS-TV, Columbia, South Carolina, 2012.

Live Political Analyst, Presidential Primary Returns, WGTK-FM, Greenville, South Carolina, 2018.

Moderator, Annual Meeting, SC Business & Industry Political Education Committee (2012, 2013).

Expert commentary on religion and politics quoted in USA Today, National Public Radio (News), Fox News (Fox & Friends), National Public Radio (All Things Considered), On Point WBUR (Boston), PBS (News Hour), CNN (John Roberts), CNN (Wulf Blitzer), CNN (Blog), New York Times (New York), New York Times (Washington), New England Cable Network, Chicago Tribune (Chicago), Chicago Tribune (Washington), Christian Science Monitor, National Review, NBC Universal, National Journal, CBS News, BeliefNet, Arizona Republic, Christian Broadcasting Network (CBN), The New Republic, Bloomberg News, World Magazine, Los Angeles Times, FRC Radio Network, Family News in Focus, Focus on the Family Action Webcast, ABC News, Political Junkie, POLITICO.com, Real Clear Politics, Associated Press, Boston Globe, Boston Globe

Magazine, Gannett News Service, Cox Newspapers, Atlanta Constitution, , Norwegian Broadcasting Corporation, Yomiuri Shimbun (Japan), La Vanguardia (Spain), KPNX-TV, The Nation, Philadelphia Inquirer, The Legal Times, The National Journal, Arizona Republic, Greensboro News & Record, Raleigh News & Observer, George, Charisma, Reuters, Pacifica News Service and The Weekly Standard as well as all major television and newspaper outlets in the Carolinas.

Numerous formal presentations to corporate boards such as SC Chamber of Commerce and informal talks to civic groups, including Columbia Rotary Club, Five Points [Columbia] Rotary Club, Greenwood Rotary Club, Conway Rotary Club, Twin City Rotary Club, Winnsboro Rotary Club, Lexington Sertoma Club, Conway Lions Club, and Dutch Fork Ruritan Club.

Lectures and speeches to Salem United Methodist Men, Prosperity United Methodist Men, Cornerstone Presbyterian Marriage Retreat, Martin Grove Wesleyan Church, First Baptist Church Lexington, Central Wesleyan Church, Lexington Baptist Seniors, Furman Students for a Better Tomorrow, Red Bank Baptist Men, First Baptist Spartanburg Adult Sunday School, Lexington Presbyterian Adult Sunday School, Lexington Homeschool Resource Center Civics Class, Bountyland Baptist Church, Riverside Baptist Church, First Baptist Fountain Inn, Kershaw Baptist Church, Teach Them Diligently Convention, Grace Christian School, Hampton Park Baptist Seniors, Shandon Presbyterian Church, The Bottom Line, Catawba Presbytery Senior Adult Retreat, Catawba Presbytery Women's Retreat, South Carolina Conference of the Church of God in Christ (COGIC) and First ARP Church Lancaster.

### **Honors & Awards**

Heritage Foundation, Henry J. Salvatori Fellowship  
Outstanding Young Men of America  
Mortar Board Honor Society, Blue Key Honor Fraternity  
Outstanding Legislator, South Carolina Student Legislature  
USAF Academy National Assembly Fellowship  
Bob Williams Award, *Most Impactful Public Policy Research*, State Policy Network (with Michael Maloney and Katie Player), Salt Lake City, Utah.

### **Research/Computer Skills**

*Statistics*--experience with bivariate and multiple regression models and analysis as well as an understanding of basic logit and probit, causal models and factor analysis. Data processing experience includes accessing ANES tapes and other data provided through the ICPSA. SAS and SPSS statistical packages for mainframe and PC.

*Computer*-- MS Word, MS Excel, MS PowerPoint, MS Publisher, MS Front Page, MS Outlook, Adobe Acrobat, ARC Explorer, and a working knowledge of Adobe InDesign.



University of South Carolina

Office of the University Registrar - Transcripts

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PHONE: (803) 777-5555  
registrar@sc.edu  
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# UNIVERSITY OF SOUTH CAROLINA

OFFICE OF THE UNIVERSITY REGISTRAR • COLUMBIA, SC 29208-0001

FACE: 3448  
CEEB: 5818  
ACT : 3880

FAX (803) 777-6349

STUDENT NAME: PERRY SMITH

STUDENT NUMBER: [REDACTED] BIRTH DATE:

## ACADEMIC TRANSCRIPT

This transcript is printed on special security paper with a garnet background, the seal of the University of South Carolina at Columbia and the signature of the University Registrar, Aaron Warner. This is an official sealed instrument, a raised seal is not required. The student is in good academic standing unless otherwise noted.

*Aaron Warner*  
University Registrar

CONTROL NO: DATE ISSUED: 10/31/2014

PAGE 1

### BEGINNING OF GRADUATE RECORD

DEGREE(S) AWARDED: Fall 1990  
 DEGREE: MASTER OF PUBLIC ADMINISTRATION  
 SCHOOL: COLLEGE OF HUMANITIES AND SOCIAL SCIENCES  
 MAJOR: PUBLIC ADMINISTRATION  
 LOCATION: USC COLUMBIA

Fall 1995  
 DEGREE: DOCTOR OF PHILOSOPHY  
 SCHOOL: COLLEGE OF LIBERAL ARTS  
 MAJOR: POLITICAL SCIENCE  
 LOCATION: USC COLUMBIA

DISSERTATION: BAPTIST REPUBLICANISM  
 GRADUATE QUALIFYING INFORMATION:  
 FIRST MASTERS:  
 ADMITTED TO PROGRAM: 05/04/1987  
 COMPREHENSIVE EXAM: 11/03/1990

DOCTORATE:  
 ADMITTED TO PROGRAM: 01/11/1991  
 QUALIFYING EXAM: 05/07/1991  
 COMPREHENSIVE EXAM: 04/19/1993  
 DISSERTATION DEFENSE: 10/27/1995  
 LANGUAGE REQUIREMENT: GINT 706 - 04/29/1991  
 LANGUAGE REQUIREMENT: GINT 806 - 12/10/1992

ADMITTED TO CANDIDACY 7/29/91  
 TRANSFER CREDIT ACCEPTED:  
 GEORGE WASHINGTON UN WASHINGTON DC 20052 09/1985-12/1985 06.00 HOURS

COURSE TITLE	DEPT	CRSE	GRD	HC	HE	GH	GP	GPA
FALL 1987 HUMAN & SOC SCI-GRAD								
SESSION DATES 08/31/1987 - 12/10/1987								
METH OF POL ANALYSIS	GINT	502	A	3.0	3.0G			
PERSONNEL ADMINISTRATION	GINT	773	B+	3.0	3.0G			
SEMESTER TOTALS:								
				6.0	6.0	6.0	22.50	3.750
SPRING 1988 HUMAN & SOC SCI-GRAD								
SESSION DATES 01/11/1988 - 04/25/1988								
PUBLIC DATA ANALYSIS	GINT	771	A	3.0	3.0G			
GRANTS ADMINISTRATION	GINT	E755	W					
WITHDREW		01/25/1988						
SEMESTER TOTALS:								
				3.0	3.0	3.0	12.00	4.000
FALL 1988 HUMAN & SOC SCI-GRAD								
SESSION DATES 08/25/1988 - 12/07/1988								
PERSPECTIVES-PUB ADMIN	GINT	770	B	3.0	3.0G			
SEMESTER TOTALS:								
				3.0	3.0	3.0	9.00	3.000
SPRING 1989 HUMAN & SOC SCI-GRAD								
SESSION DATES 01/09/1989 - 04/24/1989								
FINANCIAL ADMINISTRATION	GINT	775	B+	3.0	3.0G			
SEMESTER TOTALS:								
				3.0	3.0	3.0	10.50	3.500
FALL 1989 HUMAN & SOC SCI-GRAD								
SESSION DATES 08/28/1989 - 12/11/1989								
PUBLIC POLICY PROCESS	GINT	774	A	3.0	3.0G			
SEMESTER TOTALS:								
				3.0	3.0	3.0	12.00	4.000
SPRING 1990 HUMAN & SOC SCI-GRAD								
SESSION DATES 01/15/1990 - 04/30/1990								
ADMINISTRATIVE LAW	GINT	754	B+	3.0	3.0G			
SEMESTER TOTALS:								
				3.0	3.0	3.0	10.50	3.500

\*\*\* CONTINUED ON PAGE 2 \*\*\*

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# UNIVERSITY OF SOUTH CAROLINA

OFFICE OF THE UNIVERSITY REGISTRAR • COLUMBIA, SC 29208-0001

STUDENT NAME: PERRY SMITH  
ORAN

STUDENT NUMBER: [REDACTED] BIRTH DATE:

FIGE: 3448  
CEEB: 5818  
ACT : 3880  
FAX (803) 777-6349



## ACADEMIC TRANSCRIPT

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*Aaron Marker*  
University Registrar

DATE ISSUED: 10/31/2014

CONTROL NO:

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### GRADUATE RECORD (CONT.)

COURSE TITLE	DEPT	CRSE	GRD	HC	HE	GH	GP	GPA
<b>SUMMER I 1990 HUMAN &amp; SOC SCI-GRAD</b>								
SESSION DATES 06/04/1990 - 07/18/1990								
AMERICAN GOVT & POLITICS	GINT	760	B+	3.0	3.0	3.0	10.50	3.500
<b>SEMESTER TOTALS:</b>								
				3.0	3.0	3.0	10.50	3.500
<b>FALL 1990 HUMAN &amp; SOC SCI-GRAD</b>								
SESSION DATES 08/27/1990 - 12/11/1990								
GRANTS ADMINISTRATION	GINT	755	A	3.0	3.0G			
PROBLEMS OF PRESIDENCY	GINT	764	A	3.0	3.0G			
TOPIC/SOUTH RENAISSANCE	HIST	700D	A	3.0	3.0G			
<b>SEMESTER TOTALS:</b>								
				9.0	9.0	9.0	36.00	4.000
<b>SPRING 1991 HUMAN &amp; SOC SCI-GRAD</b>								
SESSION DATES 01/14/1991 - 04/29/1991								
THEORIES POL INQUIRY II	GINT	702	B+	3.0	3.0G			
ADV METH OF POL ANALYSIS	GINT	706	B	3.0	3.0G			
STATE GOVERNMENT	GINT	767	A	3.0	3.0G			
<b>SEMESTER TOTALS:</b>								
				9.0	9.0	9.0	31.50	3.500
<b>SUMMER I 1991 HUMAN &amp; SOC SCI-GRAD</b>								
SESSION DATES 05/16/1991 - 08/09/1991								
AMER SOUTH COMES OF AGE	HIST	J641	A	3.0	3.0G			
<b>SEMESTER TOTALS:</b>								
				3.0	3.0	3.0	12.00	4.000
<b>FALL 1991 HUMAN &amp; SOC SCI-GRAD</b>								
SESSION DATES 08/26/1991 - 12/09/1991								
THEORIES POL INQUIRY I	GINT	701	B+	3.0	3.0G			
SOUTHERN POLITICS	GINT	769	A	3.0	3.0G			
<b>SEMESTER TOTALS:</b>								
				6.0	6.0	6.0	22.50	3.750

COURSE TITLE	DEPT	CRSE	GRD	HC	HE	GH	GP	GPA
<b>SPRING 1992 HUMAN &amp; SOC SCI-GRAD</b>								
SESSION DATES 01/13/1992 - 04/27/1992								
CLASSICS POLITICAL THEOR	GINT	707	A	3.0	3.0G			
ELECTORAL BEHAVIOR	GINT	766	A	3.0	3.0G			
SEMINAR/PUBLIC LAW	GINT	850	I	3.0	3.0G			
MAKEUP COMPLETED		06/25/1992	B+					
<b>SEMESTER TOTALS:</b>								
				9.0	9.0	9.0	34.50	3.833
<b>SUMMER II 1992 HUMAN &amp; SOC SCI-GRAD</b>								
SESSION DATES 07/14/1992 - 08/12/1992								
TOPIC/JOHN C. CALHOUN	HIST	700E	A	3.0	3.0G			
TOPICS/CULTURAL STUDIES	RELG	794	I	3.0	3.0G			
MAKEUP COMPLETED		08/24/1992	A					
<b>SEMESTER TOTALS:</b>								
				6.0	6.0	6.0	24.00	4.000
<b>FALL 1992 HUMAN &amp; SOC SCI-GRAD</b>								
SESSION DATES 08/27/1992 - 12/10/1992								
POL PARTIES/INTEREST GRP	GINT	765	A	3.0	3.0G			
SEM/ADV METH POL ANALYS	GINT	806	A	3.0	3.0G			
<b>SEMESTER TOTALS:</b>								
				6.0	6.0	6.0	24.00	4.000
<b>SPRING 1993 HUMAN &amp; SOC SCI-GRAD</b>								
SESSION DATES 01/18/1993 - 05/03/1993								
DISSERTATION PREPARATION	GINT	899A	T	6.0	6.0G			
<b>SEMESTER TOTALS:</b>								
				6.0	6.0	0.0	0.00	0.000
<b>FALL 1993 HUMAN &amp; SOC SCI-GRAD</b>								
SESSION DATES 08/27/1993 - 12/09/1993								
TEACHING OF POL SCI/IS	GINT	700	S	1.0	1.0G			
DISSERTATION PREPARATION	GINT	899A	T	1.0	1.0G			
<b>SEMESTER TOTALS:</b>								
				2.0	2.0	0.0	0.00	0.000

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*Aaron Martner*

University Registrar

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### GRADUATE RECORD (CONT.)

COURSE TITLE	DEPT	CRSE	GRD	HC	HE	GH	GP	GPA
SPRING 1994 HUMAN & SOC SCI-GRAD								
SESSION DATES 01/17/1994 - 05/02/1994								
DISSERTATION PREPARATION	GINT	899A	T	1.0	1.0G	0.0	0.00	0.000
SEMESTER TOTALS:								
FALL 1994 HUMAN & SOC SCI-GRAD								
SESSION DATES 08/25/1994 - 12/09/1994								
DISSERTATION PREPARATION	GINT	899A	T	1.0	1.0G	0.0	0.00	0.000
SEMESTER TOTALS:								
FALL 1995 LIBERAL ARTS-GRAD								
SESSION DATES 08/24/1995 - 12/08/1995								
DISSERTATION PREPARATION	GINT	899A	T	3.0	3.0G	0.0	0.00	0.000
SEMESTER TOTALS:								
GRADUATE TOTALS								
				HC	HE	GH	GP	GPA
CUMULATIVE U.S.C.				85.00	85.00	72.00	271.50	3.771

\*\*\* END OF GRADUATE RECORD \*\*\*

\*\*\* END OF TRANSCRIPT \*\*\*



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## ORAN P. SMITH, PHD



March 24, 2019

### References

In addition to the references provided on the state employment application, the Search Committee may wish to speak with former CHE Commissioners (Natasha Hanna, Clark Parker, Cyndi Mosteller), legislators (House Higher Education Chair Rep. Bill Taylor and Senate Education Chair Sen. Greg Hembree), academic and policy scholars (Dr. James Guth of Furman and Dr. Michael Maloney of Clemson) and those who can attest to my management abilities (Tom DeLoach of South Carolina BIPEC and Stephen Kirkland, CPA of Atlantic Executive Consulting).

Others with which to confer more confidentially would include Dan Adams of The Capital Corporation (management-board relations), Solicitor General Bob Cook of the Attorney General's Office (legal analysis), Melanie Barton of the Education Oversight Committee (state agency administration capabilities), Charleston communications consultant Laura Varn (marketing and communications) and Coastal Carolina University senior administrators (higher education policy and leadership).

**ORAN P. SMITH, PHD**

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March 24, 2019

The Hon. Charles Dalton, Chairman  
The Hon. Paul O. Batson, III  
The Hon. Robert W. Hayes, Jr.  
The Hon. Charles L. Munns  
The Hon. Terrye Campsen Seckinger

Dear Search Committee:

Please accept this letter, along with my vita, references and state employment application as reflective of my interest in serving as President & Executive Director of the South Carolina Commission on Higher Education.

It is my belief that the Commission is at a crossroads. The next leader will face the old challenge of serving an entity that is unique among its peers in authority and capacity, along with the new challenge of working to rebuild credibility.

Nevertheless, the next leader will also enjoy the profound benefits of the hard work of the board in the last four years. Because of the clarification of purpose and passionate quest for excellence the board has directed of late, with positive and energetic day to day leadership, 2019-2020 can be truly transformative for the agency.

I feel that my knowledge, temperament, and background (in higher education, government, non-profit management, research, communications, and relationships) uniquely qualifies me to lead the Commission as Chief Executive at this point in its history.

With persuasion and perseverance, CHE can both fulfill its statutory mission and realize stability as an agency. I look forward to discussing my vision for achieving those goals with you.

Yours Sincerely,



Oran P. Smith, PhD