



CHANCELLOR

Leadership Profile



About USC Palmetto College

The University of South Carolina System

From the Upstate to the Lowcountry, the University of South Carolina (USC) System is transforming the lives of South Carolinians through the impact of our eight institutions and 20 locations throughout the state.

More than 50,000 students are enrolled at one of eight institutions, including the research campus in Columbia and comprehensive four-year universities at USC Aiken, USC Upstate and USC Beaufort. In addition, our Palmetto College campuses enable students to earn associate or bachelor's degrees through a combination of in-person, online or blended learning. All of the USC System institutions place strong emphasis on service – helping to build healthier, more educated communities in South Carolina and beyond.

The University of South Carolina Palmetto College

Since 2013, the University of South Carolina Palmetto College has made a statewide impact helping South Carolinians attain degrees where they live and work. The regional Palmetto College campuses – USC Lancaster, USC Salkehatchie, USC Sumter, and USC Union – serve rural and underserved areas across the state. These campuses offer an entry point toward baccalaureate education to students within their local communities, reaching thousands of students who might not otherwise be able to access opportunities for higher education. Palmetto College Columbia is the academic unit for Palmetto College on the USC Columbia campus, and features Fort Jackson degree programs, two Palmetto College bachelor's degree programs, and Palmetto Pathway, a residential freshman bridge program.

Adding to the impact and flexible education opportunities of a statewide network of two-year colleges, seven online degree completion programs were launched through Palmetto College Online in 2013 to offer a path to earn a baccalaureate degree without having to leave home or losing income by taking time out of a career. The number of original online programs has more than quadrupled to 29 since inception. Students from anywhere who have completed their first two years at an appropriately accredited institution can complete one of a variety of in-demand bachelor's degree online. These students can take advantage of all the resources of the entire USC System, and their degrees are awarded by our four-year institutional partners located around the state.

Palmetto College serves more than 8,000 students annually. Through high-quality higher education opportunities offered through on-campus, online and hybrid modalities, Palmetto College has been able to provide an accessible, affordable, and flexible education to South Carolinians for more than a decade. The Palmetto College campuses also have robust partnerships with area school districts to provide early college opportunities for high school students seeking to earn college credits. Palmetto College has made a tremendous difference in the state by addressing the high need for degrees for the state's workforce, creating a positive impact on economic development and improved quality of life for South Carolinians.



Mission

The mission of each Palmetto College Campus – branch campuses of the University of South Carolina Columbia – is to provide higher education and intellectual leadership contributing to the primary mission of the USC System as “the outstanding education, research, creative activity, community engagement, and service that drives community and economic impact for the benefit of the state, nation, and world.” In accordance, the Palmetto College Campuses at USC Lancaster, USC Salkehatchie, USC Sumter, and USC Union have campus-specific mission statements that align with those of Palmetto College overall and the USC System.

Values

In 1990, the Carolinian Creed was established as the University of South Carolina’s value statement. The Creed is an expression of our community’s aspirations and reminds of the importance of civil discourse while embracing mutual respect for everyone, even those we disagree with.

The Carolinian Creed

As a Carolinian...

- I will practice personal and academic integrity;
- I will respect the dignity of all persons;
- I will respect the rights and property of others;
- I will discourage bigotry, while striving to learn from differences in people, ideas and opinions;
- I will demonstrate concern for others, their feelings, and their need for the conditions which support their work and development.



PALMETTO COLLEGE STUDENTS BY THE NUMBERS

WE SERVE
8,000+
STUDENTS
ANNUALLY

55%

from low-income households
PELL GRANT ELIGIBLE



95%

of alumni remain in S.C. and enter the workforce
AFTER DEGREE COMPLETION



30%

of the total student population we serve are
UNDERREPRESENTED MINORITIES



92%

of regional Palmetto College campuses students are
SOUTH CAROLINA RESIDENTS



Palmetto College Campus Locations

USC Lancaster

Located in the Piedmont region of South Carolina, the University of South Carolina Lancaster has campuses in Lancaster, S.C., and Indian Land, S.C. The institution is home to the award-winning Native American Studies Center. For 2025, it is ranked as the No. 1 “Best Two-Year College in South Carolina” for an eighth consecutive year and No. 9 nationally by Niche.

USC Salkehatchie

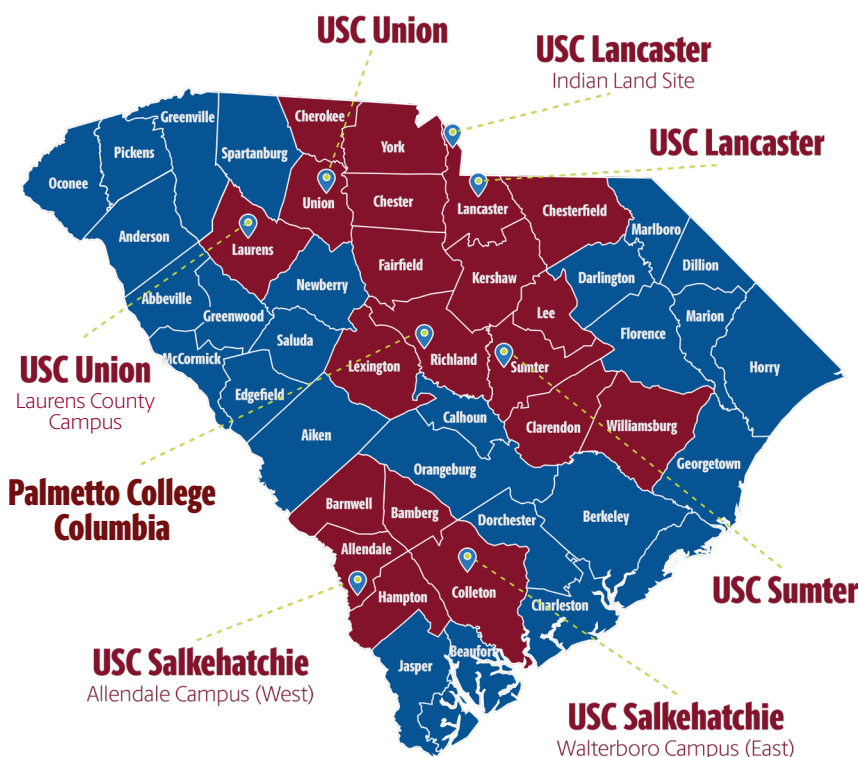
Located in the Lowcountry region of South Carolina, University of South Carolina Salkehatchie has campuses in Allendale, S.C., and Walterboro, S.C. The institution is home to Leadership Salkehatchie, a regional economic development leadership program. For 2025, USC Salkehatchie is ranked as the No. 3 “Best Two-Year College in South Carolina” and No. 83 nationally by Niche.

USC Sumter

Located in the Midlands region of South Carolina, the University of South Carolina Sumter has a campus in Sumter, S.C., and offers courses and programs at nearby Shaw Air Force Base. The institution is home to a multiple-time NJCAA championship esports program and has been ranked on the ESPN Top 50 list. For 2025, USC Sumter is ranked as the No. 2 “Best Two-Year College in South Carolina” and No. 27 nationally by Niche.

USC Union

Located in the Upstate region of South Carolina, University of South Carolina Union has campuses in Union, S.C., and Clinton, S.C. The institution is home to highly regarded early college programs that lead to careers as nursing professionals and K-12 educators. For 2025, USC Union is ranked as the No. 5 “Best Two-Year College in South Carolina” by Niche.



Palmetto College Columbia

An academic unit housed on the University of South Carolina Columbia campus, Palmetto College Columbia is home to two bachelor's degree programs and Palmetto Pathway, a one-year residential bridge program that admits students to live and learn on the USC Columbia campus while completing their first year of courses as a Palmetto College student. Palmetto College Columbia also offers baccalaureate programs in Organizational Leadership and Liberal Studies at Fort Jackson.

Palmetto College iCarolina Lab Network

Through the nine-location Palmetto College iCarolina Lab Network, South Carolinians living in and near rural broadband deserts are now being served with free internet access, along with workforce development training and certification programs utilizing Apple products. The labs are located on Palmetto College campuses in Allendale, Lancaster, Sumter, Union and Walterboro; in partnership with public libraries in the Clinton, Kershaw and Laurens communities; and at Fort Jackson (opening in 2025).

Palmetto College Academic Programs

As part of the USC System, Palmetto College offers flexible associate degrees for students who need to complete their core courses, as well as an array of bachelor's degree programs offered in on-campus, online and in hybrid formats.

Associate degree programs

The Associate of Arts and Associate of Science degree programs are offered on-campus at USC Lancaster, USC Salkehatchie, USC Sumter and USC Union. Students enrolled in the associate degree programs also have opportunities to study coursework with emphases in business, criminal justice and other areas.

Palmetto College campuses' students often work with faculty mentors to conduct research and many students participate in research programs, publish and participate in academic conferences.

Dual Enrollment

The Palmetto College Campuses offer opportunities for eligible high school students – in a cooperative arrangement with local school districts – to earn college credit while taking courses that also count toward high school graduation requirements.

On-Site and Hybrid Bachelor's Degree Programs

In addition to associate degree and dual enrollment programs, the Palmetto College Campuses also offer on-site and hybrid bachelor's degree programs.

The Palmetto College Campuses also collaborate with four-year USC System institutions to offer on-site opportunities to earn bachelor's degrees to students. USC Aiken collaborates with the Palmetto College Campuses to offer the four following bachelor's degree programs: the B.S. in Nursing at USC Union and USC Sumter; the B.S. in Business Administration at USC Sumter; the B.A. in Elementary Education at USC Salkehatchie; and the 2+2 B.S. in Industrial Process Engineering Program at USC Salkehatchie. USC Columbia offers the B.S. in Nursing at USC Lancaster.

Through Palmetto College Columbia – an academic unit housed on the USC Columbia campus, students have an opportunity to earn bachelor's degrees in Organizational Leadership and Liberal Studies through on-site, hybrid and online modalities.

Palmetto Pathway

Palmetto Pathway, offered by Palmetto College Columbia, is a residential connector program that offers yet another pathway to students who desire to complete a USC bachelor's degree.

Pathway students live on the USC Columbia campus, take courses from Palmetto College faculty and are enrolled through the Palmetto College Campuses. Students also have access to integrated student support programs, including advising, academic support, health services, disability services and financial aid, that bolster their ability to succeed in earning their bachelor's degrees.

After eligible students have completed the year-long Pathway program, they are able to officially transfer as first-year Palmetto College Campus students to

sophomore status at the USC Columbia campus.



Online Bachelor's Degree Programs

Palmetto College Online is a collaborative partnership between Palmetto College and the four-year USC System institutions at USC Aiken, USC Beaufort, USC Columbia and USC Upstate to offer an accessible, affordable and flexible way for students to complete a quality USC bachelor's degree. The courses are developed and taught by the same faculty who teach statewide in the nationally renowned USC system, and Palmetto College Online students have access to the university's academic resources. Students may also earn associate degrees completely online from the Palmetto College campuses.

As of December 2024, there are 29 options for bachelor's degree completion through Palmetto College Online across six broad career-interest areas, including: (1) Business and Leadership; (2) Communications; (3) Data Management; (4) Education; (5) Healthcare and Helping Professions; and (6) Public Service.

Palmetto College Points of Pride

1. Fostering a more accessible USC

System – Palmetto College campus and online enrollment represents the greatest opportunity for access within the USC System, particularly among first-generation students, underrepresented minorities and Pell Grant-eligible students.

2. Transformational Impact – Across its regional campuses, pathway programs and 29 online degree completion offerings, Palmetto College serves over 8,000 students annually.

3. Community Access and Outreach – The Palmetto College iCarolina Lab Network provides FREE broadband access, software training, workforce training and youth summer camps in eight communities across South Carolina.

4. Supplying nursing professionals for rural South Carolina – Over 1,000 students have earned their BSN degrees from the Palmetto College Campuses and Palmetto College Online since 2013. These graduates address a nursing shortage across the state, especially in rural, underserved areas.

Palmetto College Campuses Athletics



The student-athletes on the Palmetto College campuses excel in both the classroom and on the fields, courts and courses of play; they compete primarily in NJCAA Region 10. In 2024 alone, USC Salkehatchie Men's Basketball Team won the NJCAA Division I Region 10 Championship and advanced to the first round of the NJCAA National Tournament, and the USC Lancaster Women's Soccer Team won its NJCAA Region 10 Championship. Eleven distinct NJCAA sports programs are offered across the campuses. In addition, USC Union offers club programs including bass fishing and rifle. Collegiate esports programs, competing in the NJCAAE, are offered at three of the four campuses.





Outstanding Palmetto College Faculty

Core to the success of USC Palmetto College is the commitment, ideas and top-rated talent of faculty from USC Lancaster, USC Salkehatchie, USC Sumter, USC Union and Palmetto College Columbia, as well as the Palmetto College Online faculty representing the USC System's four-year institutions.

Palmetto College campuses faculty attend and make scholarly presentations at numerous regional, national and international conferences. Many of our faculty are recognized in their professional organizations and other groups for their scholarly teaching and service.

Members of the Palmetto College campuses faculty are also respected subject matter experts who have published books on an array of topics, including political science, evolutionary psychology, gender studies, the American Revolution, Native American studies, drone warfare,

the Civil Rights Movement, graphic novels and comic studies, contemporary African literature and Irish history. In addition, faculty members' creative output includes novels in English and Italian, plays, poetry and screenplays.

There are 309 total employees across all Palmetto College Campuses, Palmetto College Columbia and Palmetto College Central. This is divided among 155 faculty, 131 classified staff 23 unclassified staff (athletic directors and coaches).

The Palmetto College Campuses Faculty Senate offers three internal awards for faculty excellence in the areas of scholarship, teaching and service. Nominations among eligible faculty members to win one of the awards is a very competitive process.

College faculty also work with students to conduct research and encourage students to participate in research programs, publish in journals and present their work at academic conferences.

Palmetto College campuses faculty pursue and receive grants for many areas of their professional life. And many apply their talents in service to their professional and local communities.



Life in Columbia, South Carolina

While the USC Palmetto College Campuses are located across the Palmetto State, the Office of the Chancellor of Palmetto College is located on the campus of USC Columbia.

Columbia, South Carolina, offers an exceptional backdrop for your professional journey as the College's next leader. With its perfect blend of historic charm, cultural vibrancy, and modern opportunities, Columbia is more than just a workplace – it's a place to call home.

A City of Vibrant Culture and History

Columbia's rich history and energetic cultural scene make it a hub of inspiration. As South Carolina's capital city, Columbia is also the state's legislative hub. Stroll through the scenic streets of the city, through the halls of the South Carolina State House, immerse yourself in the exhibits at the Columbia Museum of Art, or enjoy the diverse performances at Trustus Theatre. With year-round festivals like the Indie Grits Film Festival and the Rosewood Crawfish Festival, there is always something to celebrate.

Education at Its Core

As an academic epicenter, Columbia is home to nine colleges and universities, including the University of South Carolina Columbia, and an array of distinguished K-12 schools, ensuring access to high-quality education for residents. This strong educational foundation is complemented by a welcoming, intellectually curious community eager to embrace innovation and growth. Additionally, the award-winning Richland Library system provides a wealth of resources, innovative programming, and state-of-the-art facilities, enriching the community and fostering lifelong learning.

Affordable and Family-Friendly Living

Columbia's cost-of-living is lower than the national average, making it an attractive option for individuals and families alike. Housing options range from charming historic neighborhoods to modern suburban developments. Families will love the Riverbanks Zoo and Garden, EdVenture Children's Museum, and the countless parks and green spaces for recreation.

The Great Outdoors at Your Doorstep

For outdoor enthusiasts, Columbia's location is unmatched. Discover the natural beauty of Congaree National Park, enjoy boating and fishing at Lake Murray, or bike along the scenic Three Rivers Greenway. While summers can be famously hot – a nod to the city's tagline, "Famously Hot" – residents enjoy comfortable fall and spring seasons that make outdoor activities especially delightful.

A Gateway to the Southeast

Columbia's central location in the Southeast puts you within reach of numerous destinations. Spend the weekend exploring the sandy shores of Myrtle Beach or Hilton Head Island, hike the picturesque Blue Ridge Mountains, or take a quick trip to vibrant cities like Charlotte, N.C.; Charleston, S.C.; Asheville, N.C.; Savannah, Ga.; and Atlanta, Ga. Major interstates and a regional airport make traveling convenient and stress-free.

A Thriving Economy and Community

Columbia boasts a growing economy fueled by industries such as education, health care, manufacturing and technology. The city's entrepreneurial spirit and strong sense of community create an environment where ideas flourish, and collaboration thrives. Southern hospitality is at the heart of the city's welcoming and diverse atmosphere, ensuring newcomers feel right at home.

A Strong Military and Veteran Presence

Columbia is proud to be home to Fort Jackson, the U.S. Army's largest basic training facility, as well as McEntire Air National Guard Base. Nearby Shaw Air Force Base in Sumter and a large veteran community further enrich the city's character. This military presence fosters a sense of service, leadership, and esprit de corps that permeates the community.

Join Us in Columbia

As you consider this leadership opportunity, picture yourself in a city that offers not only professional fulfillment but also a high quality of life. Columbia, S.C., is where innovation meets tradition, where culture meets community, and where your future awaits.



The Opportunity

Chancellor, University of South Carolina Palmetto College

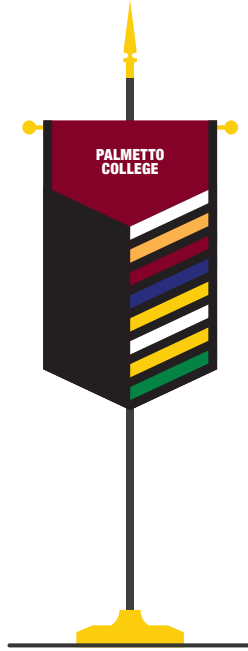
Leadership Attributes, Skills and Experiences

The next chancellor for the University of South Carolina (USC) Palmetto College will be an innovative, collaborative leader who is a systems thinker and student centered. The Chancellor embraces the two-year college mission and works across the university system with four-year colleges to offer online programs in South Carolina and beyond. Successful candidates will have senior-level experience in leading and managing complex organizations; advancing online education programs; building internal community and key partnerships; addressing diverse resource needs within an organization; and effectively interacting with internal and external stakeholders as well as various communities.

Additional Leadership Attributes, Skills and Experiences

- A deep understanding of regional and specialized accreditations; demonstrated skill to maintain critical institutional standards and work collaboratively on mutually beneficial outcomes.
 - Demonstrated experience collaborating with all organizational units, where all parties may not agree, and developing a shared vision and comprehensive strategic plan that aligns with an overall system's strategic plan.
 - Exceptional skill in annual and multi-year financial planning, strong financial stewardship; demonstrated experience in leading effective solutions that optimize resource allocations, fostering financial transparency, and charting the course toward long-term fiscal stability and sustainability of an institution.
 - An empathetic, inspirational leadership style demonstrated by the ability to communicate effectively, listen, be visible, and actively engage with all stakeholders to create a stronger sense of community within the college.
 - The capacity to build trust and respect with students, alumni, faculty, staff, administrators, trustees, the community, and strategic partners.
 - Demonstrated experience anticipating organizational issues and having issues resolved at the appropriate level; proven ability to achieve consensus but to be decisive, when appropriate, and make tough decisions.
- An understanding of the changing landscape of and disruption in higher education and the implications for higher education in the State of South Carolina.
 - Demonstrated experience in leading, managing, and delivering online education programs across a complex organization.
 - Strong commitment to the two-year college mission and the diverse educational needs that it addresses.
 - A proven record of implementing sustainable change, supporting innovation, and taking calculated risks to meet the educational needs of communities that an institution serves.

- Successful experience working collegially and responsively with a system's President and other key senior-level administrators; deep understanding of and appreciation for the mutually supportive roles and responsibilities between the chancellor and the President.
- A track record as an academic leader who has championed and advanced academic excellence.
- The capacity to lead strategic enrollment management initiatives; demonstrated success with attracting more students to a college, improving student success, and increasing college completion.
- Demonstrated experience in cultivating productive working relationships with governance groups to address operational issues, resolve grievances and complaints, and make appropriate recommendations.
- Exceptional supervisory and team building skills; the ability to hold team members accountable for their respective areas, share credit, and celebrate successes.
- A genuine appreciation for faculty, staff, and administrators' roles and responsibilities; the ability to evaluate and address critical staffing needs to support enrollment growth, academic programs, and services to students.
- Demonstrated experience in building and nurturing strong relationships with the community; actively serving as a community leader and spokesperson for a college to expand the institution's brand and garner support for educational opportunities that benefit students and communities.
- A proven record of cultivating and sustaining relationships with prospective and current donors; strengthening a culture of philanthropy and planned giving.
- Exceptional skill in creating successful partnerships relationships with community organizations, businesses, and other educational institutions to support economic development as well as current and emerging educational needs of diverse student populations in various communities.
- Politically astute with the ability to advocate effectively for the college and garner support and resources from elected officials, policy holders, and government agencies at the local, regional, state, and national levels.



- Effective and clear oral and written communication skills, including the ability to listen to different groups and communicate effectively with a wide range of stakeholders.
- Strong critical thinking and problem-solving skills and the ability to make well-informed decisions with the support of quantitative and qualitative data.
- High emotional intelligence and compassion to support the institution's organizational health and development and promote a positive work environment.
- An understanding of technology and infrastructure to support academic, student learning, and administrative applications sufficiently.
- Professional and personal integrity and ethical conduct.

Minimum Requirements and Preferred Qualifications

Minimum Requirements

- An earned master's degree plus seven years of progressive managerial experience; a minimum of three years of which as a senior executive within a large and complex organization, preferably a college or university.
- An in-depth understanding (and associated experience) related to two-year institutions of higher education, as well as distance education principles, practices, and technologies, including but not limited to developing and delivering higher education instruction at a distance.
- A focus on innovation with a broad view of the higher education landscape and new models.
- Progressively successful leadership, particularly in academic administration, strategic planning, budget preparation.
- The cultivation of community, business, and government partnerships and fundraising.
- The ability to work in a highly participative and collaborative environment and a record of successful interaction with administrators, faculty, staff, and students.

Preferred Qualifications

- Terminal degree preferred.
- Teaching experience preferred.



The Leadership Agenda

Enrollment – Despite the headwinds in today’s higher education marketplace, Palmetto College’s enrollment has grown steadily since inception. South Carolina is a growing state overall.

That said, the approaching demographic cliff will present a challenge, particularly to the College’s two-year campuses that are in rural areas. The next Chancellor will work with their new colleagues to mitigate this challenge though enhanced recruitment, increased market share of historically underserved populations, strengthened partnerships with employers such as the military, program development based on a careful assessment of community needs, and articulation agreements with area technical colleges, especially those institutions located in close proximity to the Palmetto College campuses. Such new offerings may include degree programs, workforce initiatives and certificates. They may also include new offerings for senior citizens relocating to the Palmetto State.

Palmetto College enjoys a strong position in the online marketplace. This is a platform from which the College can enhance its outreach and continue its upward enrollment trend.

Additionally, there is an opportunity to increase the percentage of dual enrollment students who progress to the College’s four-year programs. Attention should be given to balancing dual enrollment growth with opportunities to offer more programs that meet

educational needs of new or current college student markets. Student success and corresponding completion rates will be key to sustaining Palmetto College’s upward enrollment trajectory.

To be more competitive in the online education environment, the next Chancellor may also wish to review the higher tuition charged to out-of-state students who enroll in the College’s online programs.

Branding – On a related point, Palmetto College’s identity, structure, and brand could be better understood by the marketplace. The next Chancellor will have the chance to review the College’s branding effort, including its website, to determine how to make Palmetto College more clearly understood by the market.

Strategic Planning – With the most recent strategic plan – i.e., “The Blueprint for Academic Excellence” – completed, the new Chancellor will have the opportunity to work with their new colleagues to craft the next plan, aligned with USC’s strategic priorities. The new plan will build on Palmetto College’s successful foundation and guide the College into a new, even more prosperous era.

A Complex Organization – Palmetto College is a very successful complex organization within a larger, acclaimed higher education system. This statement is not intended as a critique. Rather, it is an empirical fact. That said, the complexity does make policy and practice uniformity a hurdle. The next Chancellor will have the opportunity to

partner with internal colleagues as well as counterparts in the USC System to strengthen consistency and user-friendliness; better serve students; and enhance the quality of work-life and sense of community. Diplomatic and team-oriented partnerships with the other System Chancellors will be key to win/win proposals when it comes to potential program duplication.

Communication is also a challenge in a complex organization and requires constant vigilance. The next Chancellor will ensure that the Palmetto College community is well-informed about the College and USC System developments.

Academic Quality – Palmetto College is fortunate to have well-qualified faculty who are fiercely dedicated to student success. Many Palmetto College faculty are accomplished scholars as well.

The new Chancellor will regularly review learning outcome assessment data with the USC Provost to ensure that students are learning what they need to know for successful progression into graduate/professional school and the world of work.

Legislative Advocacy – The South Carolina Legislature is obviously an important funding source for Palmetto College. The College enjoys strong support in that body. The next Chancellor will place a keen priority on establishing relationships with members of the S.C. General Assembly and advocating for the College, including its programmatic and infrastructure funding needs and the value of tenure.

Fundraising – In addition to public funding, Palmetto College relies on philanthropic support from donors who are drawn to the College's mission of access. The new Chancellor will concentrate on solidifying the philanthropic relationships Palmetto College already enjoys and establishing new ones.

Technology – Artificial intelligence represents perhaps the most important technological advance in higher education's recent history. The next Chancellor will need to keep track of this watershed trend and its implications for the entire institution, especially the academic program.

A Supremely Dedicated Group of Colleagues – The new Chancellor will be joining a group of colleagues who are passionate about Palmetto College's mission of access and the students it serves. Palmetto College makes an enormous contribution to the State of South Carolina as it transforms lives. For candidates who embrace that mission, this is truly an enviable opportunity.

Nominations and Applications

The Palmetto College Chancellor Search Committee will begin the review of applications immediately and continue until an appointment is made.

To ensure full consideration, applications should be received by **March 3, 2025**. Application materials should be submitted through the [Palmetto College Chancellor Application Portal](#) and must include the following:

- A letter of interest addressing the strategic objectives and qualifications identified in the profile;
- A curriculum vitae; and
- Contact information for five professional references, including email address, phone number, and relationship to the candidate.

The **Palmetto College Chancellor Search** is being assisted by AGB Search. Nominations and confidential inquiries should be sent to PalmettoChancellor@agbsearch.com or one of the AGB Search consultants listed below.

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REGIONAL PALMETTO COLLEGE CAMPUSES

**USC Lancaster | USC Salkehatchie | USC Sumter | USC Union
Palmetto College Columbia**

PALMETTO COLLEGE ONLINE PARTNERS

USC Aiken | USC Beaufort | USC Columbia | USC Upstate



UNIVERSITY OF
South Carolina

PALMETTO COLLEGE

palmettocollege.sc.edu