

## CURRICULUM VITAE

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### PERSONAL STATEMENT

This document contains a variety of activities and accomplishments. I want to be very clear that ALL such activities and accomplishments are first – by the Grace of God, and second – a result of many great people working together for good.

I am married, (1968), have two adult children, and was born in Atlanta GA (August 28,1944).

We are currently members at Bay Leaf Baptist Church in Raleigh NC. While in Charleston, SC we were members at East Cooper Baptist Church. I was a deacon, elder and chair of the elder board at ECBC. We were also members at First Baptist Charleston where I was a deacon, member and chair of the school board.

### EDUCATION

Institute for Educational Management, Harvard University, 1984.

Ph.D., University of Georgia, Athens, Georgia, 1974. College of Business Administration. Major fields -Management Science and Information Systems.

M.S., United States International University, San Diego, California, 1970. Major field - Management Science.

B.S., Georgia Southern College, Statesboro, Georgia, 1966. Major - Mathematics. Minor - Chemistry.

Attended Emory University, Atlanta, Georgia, 1962-1964.

### PROFESSIONAL POSITIONS

#### THE CITADEL (JULY 1999 To May 2019)

Vice President for Academic Affairs (1999 to 2004 & 2006 – 2007)

Professor of Business Administration and Leadership Studies  
Interim Director of the Krause Center for Leadership and Ethics

GEORGIA SOUTHERN UNIVERSITY (9/1975 To 6/1999)

Acting President (July 1998 to June 30, 1999)

Acting President (September 1986-September 1987)

Provost/VPAA (January 1982 – June 1998)

Assistant/Associate/Professor of Management (8/1975 – 6/1999)

VIRGINIA COMMONWEALTH UNIVERSITY (August 1973 to June 1975)

Assistant Professor of Information Systems

UNIVERSITY OF GEORGIA (September 1970 to August 1973)

Senior Systems Analyst

Alabama Staff Development Project  
College of Business Administration  
(January 1973-August 1973)

Instructor and Project Leader

Regional Institute of Social Welfare Research  
School of Social Work  
(April 1972-January 1973)

Graduate Teaching Assistant

College of Business Administration  
(September 1970-April 1972)

SAN DIEGO CITY SCHOOLS (October 1969 to September 1970)

Associate Systems Analyst

## MILITARY EXPERIENCE

### Active Duty

United States Navy

Lt.j.g.

December 1966-October 1969

Active Reserve - Georgia Air National Guard 1971-1973; 1977-1996

Retired as Colonel (federal) and Brigadier General (GA ANG)

## THE CITADEL (1999 – 2019)

### Highlights as VPAA/Provost (1999 to 2004 & AY 2007)

The Citadel first admitted women in the Fall of 1996 and the first four women graduated in May 1999. During my five year tenure as VPAA and Dean of the College, we accomplished SACS reaffirmation and NCAA certification under a co-educational program for the first time in the history of the institution.

During this period I also led an effort to examine the organizational structure of Academic Affairs. This effort resulted in the reorganization of Academic Affairs from 16 academic departments reporting to the VPAA to the establishment of 5 academic schools. In addition, working with the appropriate donors, I was able to repurpose 2 endowed chairs to be used for the deans of Engineering and Business. We were also able to secure endowed chairs for the positions of Dean of Mathematics and Sciences and Dean of Education. I oversaw the search processes for the hiring of the 5 new school deans.

I provided consultation to the President regarding the organizational structure of the institution which resulted in the conversion of the VPAA position to the position of Provost. I became the first Provost of The Citadel.

During my tenure at The Citadel, we designed and implemented a four year series of academic courses focused specifically on leadership. This effort included the redesign of the institution's core values and the establishment of 8 leadership principles which were integrated into these courses. A major service learning component was included in this curriculum.

I was the principle designer of the proposal which led to a major endowment gift to establish the Krause Center for Leadership and Ethics. The Center houses many of the components of the leadership curriculum.

I was the first Director of Leadership Studies at The Citadel and was joint developer of the institution's first fully online master's program – in Leadership Studies. I secured two gifts totaling over \$600,000 to support the development of this program.

## GEORGIA SOUTHERN UNIVERSITY (1975 TO 1999)

### Highlights During Acting Presidency (1998 to 1999)

On April 7, 1998, Dr. Nicholas Henry announced his resignation as President effective June 30, 1998. I was asked by the Chancellor to serve as Acting President effective on July 1, 1998, until a permanent successor to Dr. Henry could be elected. This period concluded on June 30, 1999. In the beginning stages of this transition, I indicated that I would not be a candidate for the position on a permanent basis.

I was responsible, as Chief Executive Officer, for a budget of approximately \$180 million, 13,900 students, and approximately 1,850 employees.

As in 1986, I approached the position with a mandate to continue the positive momentum of the University while also maintaining maximum flexibility for the new president.

I consider the following as highlights of institutional accomplishments during the 1999 fiscal year. I credit the faculty, staff, students, and the many supporters of the University for these outstanding accomplishments.

- Implementation of the Semester System beginning in the Fall of 1998.
- Implementation of a new Core Curriculum as a result of converting to the Semester Calendar.
- \* Approval by the Board of Regents for a \$14 Million Library Expansion Project.
- \* Approval by the Board of Regents for a \$4 Million Fine Arts Renovation Project.
- \* Approval by the Board of Regents for a \$2 Million Expansion to the Coastal Georgia Center (in Savannah).
- \* Implementation of the management of the Coastal Georgia Center beginning July 1, 1998.
- \* Exceeded the goal and setting a new record for the Annual Fund Campaign (Fall 1998-\$1 Million).
- Secured \$500,000 in private support for the establishment of an Eminent Scholar Chair.
- \* Secured \$500,000 for a new endowment for music scholarships.
- Secured \$100,000 for a new endowment for scholarships in international trade.
- \* Secured a pledge for the additional \$250,000 necessary for the establishment of another Eminent Scholar Chair.
- \* Secured a pledge for at least \$500,000 for naming an academic department.
- Secured approval by the Board of Regents as a site for undergraduate engineering programs to be offered by Georgia Tech on the GSU campus.
- \* Secured approval for offering selected graduate programs throughout the region.

- \* Implementation of a new Education Center in the Hinesville/Liberty County Area in conjunction with four other University System institutions.
- \* Created the position of Chief Information Officer for FY99.

Highlights During Acting Presidency (1986-1987)

I assumed the position of Acting President of the College on September 1, 1986, and served in this capacity until August 31, 1987, when our new President, Dr. Henry, arrived. As Acting President, I functioned as the Chief Executive Officer for the institution. In this role, I reported directly to the Chancellor of the University System of Georgia. I was responsible (at the institutional level) for the overall administration, planning and decision-making for the College. This responsibility included over 7,600 students, approximately 1,000 faculty and staff, and a budget in excess of 40 million dollars.

I approached the position of Acting President with a desire to continue the positive momentum of the College. However, within that context, I was aware of the need to maintain flexibility for the new president. I consider the following accomplishments as institutional highlights during my tenure as Acting President. Further, I readily acknowledge that much of the credit for these accomplishments is due to the quality and commitment of the faculty, students, staff, administration and supporters of the College.

- \* Approval as a site for the Regents' Engineering Transfer Program
- \* Approval of the B.S. in Health Science
- \* Establishment of the John O. Eidson Presidential Award for Excellence
- \* Establishment of an Instructional Improvement Center
- \* Selection as a site for the Regents' Summer Enrichment Program
- \* Enrollment Increases as follows:

<u>Fall '85</u>	<u>Fall '86</u>	<u>Fall '87</u>
6935	7611 (+9.75%)	8766 (+14.4%)

- \* Minority faculty Increase from 12 to 23
- \* State appropriation budget Increase for FY 88 of 2.0 million (excluding inflationary increases)
- \* Construction of two modular classroom buildings for Fall 1987
- \* Final design of 9.5 million dollar Student Union
- \* Exceeding the goal and setting a new record for the Annual Fund Campaign (Fall 1986)
- \* Commitment from Gulfstream Aerospace Corporation of \$1.25 million to support Engineering Studies at GSC
- \* NCAA Division 1-AA National Football Championship
- \* NCAA Division I Basketball Tournament Participant
- \* Jesse Fletcher Trophy from the Trans American Athletic Conference for Excellence in Intercollegiate Athletics

### Highlights as Provost/Vice President for Academic Affairs

In the position of Provost/Vice President for Academic Affairs (VPAA), I functioned as the Chief Academic Officer for the University. In addition, I acted as the Chief Executive Officer in the absence of the President. I had supervisory responsibility for a budget in excess of fifty-three million dollars, which involved 12 administrative officers, approximately 630 faculty members, 300 staff members, and approximately 14,000 students. The following major administrative positions report to the Provost/VPAA:

- Dean of Liberal Arts & Social Sciences
- Dean of Business Administration
- Dean of Education
- Dean of Health and Prof. Studies
- Dean of Science and Technology
  - Associate Vice President and Dean of Graduate Studies
  - Associate Vice President and Dean of Undergraduate Studies
  - Director of Computer Services
  - Director of Continuing Education/Public Services
  - Director of Libraries
  - Registrar
  - Assistant Vice President for Academic Affairs

As Provost/Vice President for Academic Affairs, one of my major responsibilities was to coordinate the development of proposals for new degrees or majors and to negotiate approvals of these proposals at the University System level. During my tenure as Provost/VPAA, we obtained approval for and successfully implemented the following new degrees:

- Bachelor of General Studies
- B.A. in Philosophy
- B.A. in Theatre
- B.B.A. in Information Systems
- B.B.A. in Logistics & Intermodal Transportation
- B.F.A. in Art
- B.S. in Broadcasting
- B.S. in Civil Engineering Technology
- B.S. in Computer Science
- B.S. in Electrical Engineering Technology
- B.S. in Health Science
- B.S. in Industrial Engineering Technology
- B.S. in Manufacturing Technology

B.S. in Mechanical Engineering  
 Technology B.S. in Public Relations  
 B.S. in Speech Communication  
 M.Ed. in French  
 M.Ed. in German  
 M.Ed. in Higher Education Student  
 Services M.Ed. in Spanish  
 M.F.A. in Art  
 M.S. in Exercise Science  
 M.S. in Nursing  
 M.S. in Sport Management  
 Ed.D. in Administration (in cooperation with the University of Georgia)  
 Ed.D. in Administration  
 Ed.D. in Curriculum Studies

Georgia Southern University pursued a very aggressive approach to professional program accreditation. Consequently, during my tenure we had 41 programs which were professionally accredited. As Provost/Vice President for Academic Affairs, I was involved in the assessment and allocation of resources needed for these accreditations and in the actual site visits and follow-up responses. During my tenure as Provost/VPAA, we earned initial or continuing accreditation in the following degree/program areas:

Initial

Building Construction and Contracting	ACCE
Business Administration (Graduate)	AACSB
Business Administration Accounting	AACSB
Chemistry	ACS
Computer Science	CSAB
Family Life Center/Child Development Program	NAECP
Nursing (Undergraduate and Graduate)	NLN
Public Administration (Graduate)	NASPAA
Recreation - NRPA	
Outdoor	
Public	
Therapeutic	
Sport Management	NASSM/NASPE

### Continuing

Business Administration	AACSB
Engineering Technology	Technology Accreditation Commission
Civil	of the ABET
Electrical	
Industrial	
Mech	
Foods & Nutrition	ADA
Industrial Technology	NAIT
Music (Undergraduate and Graduate)	NASM
Teacher Education (Undergraduate and Graduate)	NCATE

In addition to these program accreditation efforts, I was quite involved in regional (SACS) accreditation for the institution. In 1982, I coordinated the self-study effort and wrote the institutional response to the SACS Visiting Committee report. I was the senior administrator with the responsibility for coordinating the 1992-93 self-study effort.

I was also involved in the planning and coordination of a SACS Substantive Change visit at Georgia Southern. In addition, I directed the University committee for NCAA certification which resulted in full certification in 1995. I have served as a peer review team member for NCAA certification of another university. I have also served on SACS review teams.

During my tenure as Provost/Vice President for Academic Affairs, Georgia Southern experienced tremendous growth. This period of unprecedented growth afforded me an opportunity to be involved with a number of challenges. The enrollment grew from 6,526 to 13,904 from Fall 1984 to Fall 1998 and we grew the faculty from 356 to 631.

During this period of growth we were especially committed to increasing the number and percentage of minority students, faculty and staff. The following data indicate some of our accomplishments in this critical area.

- ◆ African-American students in graduate programs in Fall 1995 comprised 11.2% of the total graduate enrollment, which is nearly two times greater than the national participation rate (6.0%) reported in Fall 1993.
- ◆ The number of African-American students almost quadrupled from 875 in Fall 85 to 3,351 in Fall 95, while the number of other students less than doubled from 6,060 to 10,806.
- ◆ The bachelor's five-year graduation rate for Fall 1990 African-American regular



freshmen (44.0%) surpassed the rate for all other regular freshmen (36.0%).

#### SELECTED PUBLICATIONS

"Certification in Data Processing," Southern Business Review 1977.

"The Use of Computers and management Science Techniques in Georgia Manufacturing Firms," with Leo G. Parrish, Proceedings of the Southeastern Chapter of The Institute of Management Sciences 1977.

"The Application of Work Measurement Procedures in a Public Welfare Agency," Proceedings of the Southeastern Chapter of The Institute of management Sciences 1977 (based on dissertation).

CDC Supplement to BASIC, Wadsworth Publishing Company, 1979.

"Hospital Information Systems: Application to Quality Assurance," with Charles J. Austin, Hospital and Health Services Administration, Vol. 26, No. 5, Fall 1981

#### SELECTED PRESENTATIONS

"The Alabama Social Service Information System," with Robert L. Wells and Robert J. Teare, American Public Welfare Association, National Data Processing Convention, 1974.

"Organizing for System Development," with A. Lee Hall, Association for Systems Management Professional Education Seminar, 1975.

"Professionalism in Data Processing," National American Wholesale Grocers Association, Annual Data Processing Convention, 1977.

"Industry and Education in Georgia," 25 Rotary Clubs in Southern Scotland, 1979.

"Hospital Information Systems: Application to Quality Assurance," with Charles J. Austin. Presented at the University of Colorado Medical School Conference on Quality Assurance, January 1980.

"Small College Outreach Programs in the Computing Area," presented at the 1981 Small College Computing Symposium, March 1981, Augustana College.

"The Use of Computers in the High School Mathematics Curriculum in Georgia," presented with Frank Clark at the 1981 ADCIS national meeting in Atlanta, March 1981.

"Awards for Excellence: A Vehicle for Improving Instruction," with Charlene R. Black, Tenth Annual Conference on Improving College and University Teaching and

Administration, Orlando, Florida; February 28, 1986.

"Awards for Excellence: A Vehicle for Faculty Development," with Charlene R. Black, National Conference on Professional and Personal Renewal for Faculty, Atlanta, Georgia; April 11, 1986.

"Administrative Leadership and Professional Development," Regents' Administrative Development Seminar, Institute of Higher Education, The University of Georgia, September 1987.

"Academic Intervention Strategies for High-Risk Students," with Charlene R. Black and Barbara Bitter, Third International Conference on the First Year Experience, Cambridge, England, July 27, 1988.

### SELECTED HONORS and AWARDS

Beta Gamma Sigma

Golden Key National Honor Society

Omicron Delta Kappa

Phi Kappa Phi -- Chapter President 1990

Top 5% of the professors at Georgia Southern (1975-76 and 1977-78 student surveys)

Rotary Group Study Exchange Team Member, Scotland, 1979

American Council on Education Fellow in Academic Administration

Leadership Georgia, Class of 1982

Shell Oil Company, Scholarship to attend IEM, Harvard, 1984

Georgia Southern College Distinguished Alumni Award, 1987

Statesboro-Bulloch County Chamber of Commerce Business  
Leader of the Year December 1987

Statesboro High School Alumnus of the Year, 1991

Deen Day Smith Award for Service to Mankind, 1994

Alumnus of the Year GSU Math Department, 1994

Georgia Southern University Distinguished Alumni Award, 1998

The Palmetto Medal, The Citadel, 2009

James A. Grimsley Award as the Outstanding Undergraduate Teacher, The Citadel, 2010

Algernon Sydney Sullivan Award, The Citadel, 2010

### PREVIOUS VOLUNTEER ACTIVITIES

Bulloch County Board of Education, Member, Vice Chair and Chair

Statesboro Recreation Department, Board of Directors (Chair)

Georgia Recreation and Parks Society Board

Ogeechee Home Health Agency Board

United Way of Bulloch County, President

United Methodist Church, South Georgia  
Conference on Finance & Administration

First United Methodist Church (Statesboro, GA)

Administrative Board Chair

Capital Campaign, Co-Chair

Long Range Planning Comm. Chair

Sunday School Superintendent

Staff/Parish Relations Comm. Chair

Sunday School Teacher

Palmetto Christian Academy Board

First Baptist Charleston School Board

CURRENT VOLUNTEER ACTIVITIES

Georgia Southern University  
Foundation, Board of Directors

Charleston Southern University  
College of Business Advisory Board

Bay Leaf Baptist Church  
Baptismal Committee  
Greeter