

THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

EXECUTIVE AND COMPENSATION COMMITTEE

11:15 a.m. EST
Thursday
February 28, 2013

Tennessee Room
University Center
Chattanooga, Tennessee

AGENDA

- I. Call to Order
- II. Roll Call
- III. Minutes of Last Meeting – **Action** **Tab 1**
- IV. Performance and Retention Plan for Executive Officers--**Action** **Tab 2**
- V. Performance Goals for Executive Officers – **Action** **Tab 3**
- VI. Retention Amounts for Executive Officers – **Action** **Tab 4**
- VII. Election and Compensation of UTC Chancellor – **Action** **Tab 5**
- VIII. Other Business
- IX. Adjournment

THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

MINUTES OF THE EXECUTIVE AND COMPENSATION COMMITTEE

January 28, 2013
Nashville, Tennessee

The Executive and Compensation Committee of The University of Tennessee Board of Trustees met at 11:00 a.m. CST, Monday, January 28, in the offices of Bradley Arant Boult Cummings in Nashville, Tennessee.

I. CALL TO ORDER

Chair Don C. Stansberry, Jr. called the meeting to order.

II. ROLL CALL

Secretary Catherine S. Mizell called the roll, and the following members of the Executive and Compensation Committee were present:

Don C. Stansberry, Jr., Chair
Charles C. Anderson
George E. Cates
Joseph A. DiPietro
Spruell Driver, Jr.
D. Crawford Gallimore
James L. Murphy, III
Charles E. Wharton

The Chair announced the presence of a quorum of the Committee. Other Trustees and members of the administration were also present.

III. APPROVAL OF MINUTES OF PRIOR MEETING

Chair Stansberry asked for any corrections to the minutes of the November 8, 2012 meeting of the Committee. Trustee Driver moved approval of the minutes. Trustee Wharton seconded the motion, and it carried unanimously.

IV. COMMITTEE CHAIR'S REMARKS

Chair Stansberry informed the Committee that the Trusteeship Committee has assumed responsibility for working with the administration to plan the Summer Workshop. He reported that in the Trusteeship meeting immediately prior to this meeting, discussion about possible topics for this year's workshop ultimately focused on implementation of key parts of the System Administration Strategic Plan. Trusteeship Chair Murphy added that Trusteeship members will suggest to President DiPietro key aspects of the Plan that might form an agenda for the workshop. Further discussion will occur at the May 13 Trusteeship meeting, with the goal of finalizing the workshop topic at that time. Dr. DiPietro reiterated his desire to engage Trustees in a deep dive and significant discussion about critical issues. Trustee Anderson mentioned his interest in a long range consideration of the correlation between enrollment and tuition at each campus. Trustee Driver mentioned student success of student-athletes and all students. Dr. DiPietro agreed that student success is a topic that needs to be delved into for each campus. Trustee Cates mentioned more effective use of the summer term, and President DiPietro agreed that the issue relates not only to economic efficiency but also to retention. Chair Stansberry asked all members of the Committee to review the Strategic Plan goals, identify key aspects of the Plan that could be a topic for the workshop, and communicate those to the President.

V. PRESIDENT'S REMARKS

President DiPietro reported that Governor Haslam has appointed UTK alumnus Randy Boyd as special advisor for higher education, and also appointed President DiPietro, Rich Rhoda, and John Morgan as a working group with Mr. Boyd. The group will work on processing the information gleaned from the Governor's 2012 higher education listening sessions.

The President then provided updates on the current executive searches underway:

- UTC Chancellor - Five strong candidates were identified during on-campus interviews earlier in January. The search committee will narrow to three who will interview in Knoxville the first week of February and meet with the Governor in Nashville. A selection is expected by the March 1 Board meeting.
- Vice President for Communications - The search committee will conduct first round interviews with nine or ten candidates in mid-February and then narrow the pool for on-campus interviews in Knoxville.

The President also reported that he has appointed Dr. Katie High as Vice President for Academic Affairs and Student Success following her outstanding service in the position on an interim basis for almost two years. He noted that the Chancellors were in full support of the appointment.

The President closed by stating that he expects the Governor's upcoming State of the State address to include support for some important University projects, including the supercomputer re-compete and the St. Jude collaboration. He also mentioned the possibility of a six percent ceiling on tuition increases in exchange for full funding of THEC's funding recommendation for higher education.

VI. PROGRESS REPORT ON SYSTEM ADMINISTRATION STRATEGIC PLAN

President DiPietro presented a summary of progress toward the five goals of the System Administration Strategic Plan (Exhibit 1). In response to a question from Trustee Wharton about concrete results, President DiPietro noted the following examples: (1) the Enhancing Education Excellence team has developed an inventory of existing online and blended course offerings; and (2) the Expanding Research Capacities team has formed a System Research Committee, which represents the first system-wide collaboration in research. Dr. Keith Carver added that detailed reports of implementation actions are available on the Strategic Plan website.

VII. PRESIDENT'S PLANS FOR A COMPREHENSIVE PERFORMANCE REVIEW OF CHANCELLORS EVERY FOUR YEARS

Dr. DiPietro presented proposed guidelines for a comprehensive performance review of Chancellors (Exhibit 2). The review will allow evaluation of longer term performance and gather 360-degree feedback. Dr. DiPietro noted that this comprehensive review would be in addition to each Chancellor's annual review. Trustee Driver urged the President to be sure there is an emphasis on the Effectiveness and Efficiency goals in this comprehensive performance review process. Trustee Anderson asked about measureable goals, and President DiPietro asked to move into the next agenda item to address that issue.

VIII. PERFORMANCE AND RETENTION PLAN FOR EXECUTIVE OFFICERS

A. Performance and Retention Plan

President DiPietro referred to the Committee's action on October 2, 2012 to approve for recommendation to the Board of Trustees a Performance and Retention Plan for executive officers. He explained that the Committee must now review and make a recommendation to the Board on the performance goals the Participants will seek to achieve by June 30 of the final year of the retention period and on the retention amount for each Participant.

B. Performance Goals

The Committee reviewed and discussed the Objective Goals and Subjective Goals proposed for President DiPietro and for the other Participants. Trustee Driver asked for further explanation of the numeric goals for six-year graduation rates, total degrees awarded, alumni giving, and fundraising. Trustee Wharton suggested that athletics performance and financial goals be added to the Subjective Goals for the Chancellors, where applicable, and that improvement in employee satisfaction be added to the Subjective Goals for all Participants.

Trustee Murphy moved that the performance goals proposed by Participants in the Performance and Retention Plan for executive officers (Exhibit 3) be recommended for approval by the Board of Trustees, as amended to include athletics performance and financial goals in the Subjective Goals for the Chancellors, where applicable, and as further amended to include improvement in employee satisfaction in the Subjective Goals for all Participants and that the amended goals be submitted to the Committee for approval at the February 28, 2013 meeting. The motion was seconded by Trustee Driver and carried unanimously.

C. Retention Amounts

President DiPietro stated that the Performance and Retention Plan calls for the Committee to the Board of Trustees a retention amount for each Participant not exceeding "the sum of fifteen percent (15%) of the base salary of the Participant as of July 1 of the first year of the retention period, multiplied by the number of years in the retention period." The proposed retention amount for President DiPietro and the other Participants were reviewed.

Trustee Murphy moved that the proposed retention amounts for Participants in the Performance and Retention Plan for executive officers be recommended to the Board of Trustees for approval (Exhibit 4). Trustee Wharton seconded the motion, and it carried unanimously.

IX. TENTATIVE SCHEDULE AND AGENDA FOR THE WINTER MEETING

The Secretary presented the tentative schedule of events and tentative list of agenda items for the Winter Meeting in Chattanooga on February 28 and March 1, 2013 (Exhibit 5). Chair Stansberry asked each committee chair to carefully review the agenda and determine whether other items should be added to the agenda.

X. GRANT OF TENURE TO THREE UT KNOXVILLE FACULTY MEMBERS UNDER EXPEDITED PROCEDURES

President DiPietro stated that Chancellor Jimmy Cheek has recommended that the following members of the UT Knoxville faculty be granted tenure by the Committee under the expedited procedures authorized by the Tenure Policy: Dr. Stephen Magnum, Dean of the College of Business Administration and Professor of Management; Dr. Anthony Mezzacappa, Director of the Joint Institute of Computational Sciences (JICS) and Professor of Physics; and Dr. Rhonda Piland, Professor of Management in the College of Business Administration.

The President explained that all steps in the normal review process have been completed for these faculty members, and all have received strong support at each level of review. He fully concurs with Chancellor Cheek and recommends that the Committee grant tenure to these outstanding faculty members. He noted that the grant of tenure for to Dr. Magnum and Dr. Mezzacappa would be only in their faculty appointments, not in their administrative appointments.

Trustee Driver moved that (1) tenure be granted to Dr. Stephen Mangum in his faculty appointment in the College of Business Administration at The University of Tennessee, Knoxville; (2) tenure be granted to Dr. Anthony Mezzacappa in his faculty appointment in the Department of Physics at The University of Tennessee, Knoxville; and (3) tenure be granted to Dr. Rhonda Piland in her faculty appointment in the College of Business Administration at The University of Tennessee, Knoxville (Exhibit 6). Trustee Gallimore seconded, and the motion carried unanimously.

XI. GRANT OF TENURE TO A UTC FACULTY MEMBER UNDER EXPEDITED PROCEDURES

President DiPietro stated that Interim Chancellor Grady Bogue has recommended that Dr. Ahmed Rubaai, Professor and Head of the Department of Electrical Engineering at UTC, be granted tenure by the Committee under the expedited procedures. He explained that all steps in the normal review process have been completed for Dr. Rubaai, and he received a positive recommendation at each level of review. President DiPietro fully concurs with Interim Chancellor Bogue and recommends that the Committee grant tenure to this outstanding faculty member. He noted that the grant of tenure would be only in Dr. Rubaai's faculty appointment, not in his administrative appointment.

Trustee Driver moved that tenure be granted to Dr. Ahmed Rubaai in his faculty appointment as Professor of Electrical Engineering at The University of Tennessee at Chattanooga (Exhibit 7). Trustee Gallimore seconded the motion, and it carried unanimously.

XII. REVISED DATES FOR 2013 SUMMER WORKSHOP

Chair Stansberry explained that conflicts have developed with the August 26-27 dates for the Summer Workshop. Therefore, administration proposes to move the 2013 Summer Workshop to September 5-6.

Trustee Murphy moved that the September 5-6 dates for the 2013 Summer Workshop be recommended to the Board of Trustees for approval (Exhibit 8). Trustee Driver seconded the motion, and it carried unanimously.

XIII. OTHER BUSINESS

There was no other business to come before the Committee for action.

XIV. ADJOURNMENT

There being no further business to come before the Executive and Compensation Committee, the meeting was adjourned.

Respectfully Submitted,

Catherine S. Mizell
Secretary

THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 28, 2013

COMMITTEE: Executive and Compensation

ITEM: **Performance and Retention Plan**

RECOMMENDATION: Approval

PRESENTED BY: Don C. Stansberry, Jr., Vice Chair of the Board
Joseph A. DiPietro, President

At its October 2, 2012 meeting, the Executive and Compensation Committee approved an earlier version of the Performance and Retention Plan for executive officers of the University. Several technical and clarifying revisions have been made to the Plan document since then, and the new version is presented for approval. Upon approval of the Plan, performance goals and retention amounts for each Participant will also be presented for approval.

Motion:

That the Performance and Retention Plan for executive officers of the University be approved as revised to provide that payment of all or any portion of the retention amount will be made only if the Participant is in active service as President, Executive Vice President, or Chancellor on the date payment is to be made, except in the case of termination of employment for medical reasons or by reason of death.

The University of Tennessee Performance and Retention Plan

I. Objectives of the Plan

The objectives of the Performance and Retention Plan (Plan) are to:

- Motivate and reward achievement of strategic performance goals
- Reinforce UT system values, mission, and strategic goals
- Promote accountability and excellence at the chief executive level
- Encourage retention of high performing chief executive officers

II. Participants in the Plan

- A. Participants in the Plan will be the President and Executive Vice President of The University of Tennessee System and the Chancellors of The University of Tennessee at Chattanooga, The University of Tennessee Health Science Center, The University of Tennessee Institute of Agriculture, The University of Tennessee, Knoxville, and The University of Tennessee at Martin (hereinafter sometimes referred to individually as “Participant” and collectively as “Participants”).”
- B. A person newly hired or promoted into the position of President, Executive Vice President, or Chancellor will begin participation in the Plan effective July 1 of the year following the date of hire or promotion.

III. Provisions of the Plan

A. Retention Period

1. A retention period will be established for each Participant by the Board of Trustees upon the recommendation of the Executive and Compensation Committee. The initial retention period for each Participant will be at least three years, from July 1 of the first year through June 30 of the final year; provided, however, that for all original Participants, the first retention period under the Plan will be from July 1, 2012 through June 30, 2015.
2. After a Participant has completed an initial retention period of at least three years, subsequent retention periods for that Participant will be at least two years, from July 1 of the first year through June 30 of the final year.

B. Retention Amount

1. Prior to the beginning of the retention period, a retention amount will be established for each Participant by the Board of Trustees upon the recommendation of the Executive and Compensation Committee; provided, however, that for the initial retention period from

July 1, 2012 through June 30, 2015, the retention amount will be established for all Participants at the meeting of the Board of Trustees at which the Plan is approved.

2. The retention amount will not exceed the sum of fifteen percent (15%) of the base salary of the Participant as of July 1 of the first year of the retention period, multiplied by the number of years in the retention period.
3. No part of the retention amount will vest in the Participant prior to the date on which payment is to be made of an amount approved~~a determination~~ by the Board of Trustees ~~to make a retention payment to the Participant~~ in accordance with the provisions of paragraph E. or paragraph G.2 below.

C. Strategic Performance Goals

1. No later than April 1 of the year in which a retention period is to begin on July 1, the Participant will prepare a written proposal outlining strategic performance goals he/she will seek to achieve by June 30 of the final year of the retention period; provided, however, that for the first retention period under the Plan (July 1, 2012 through June 30, 2015), the Participants will propose strategic goals no later than ninety (90) days prior to the meeting of the Board of Trustees at which the Plan is approved.
2. A person newly hired or promoted into the position of President, Executive Vice President, or Chancellor will propose strategic performance goals no later than April 1 of the year following the date of hire or promotion.
3. Strategic performance goals will relate directly to the campus and/or system strategic plan, will be aspirational but realistic, and will include both qualitative and quantitative metrics that are clearly defined and readily evaluated.
4. The President will submit his/her proposed strategic performance goals to the Vice Chair of the Board of Trustees for review, and then the Vice Chair and the President will meet to discuss the proposed goals. Other Participants will submit their proposed strategic performance goals to the President for review, and then the President and the Participant will meet to discuss the proposed goals.
5. After approval by the Vice Chair or President, as applicable, the proposed strategic performance goals will be recommended by the Vice Chair or President, as applicable, to the Executive and Compensation Committee of the Board of Trustees. The Executive and Compensation Committee will approve or modify the proposed strategic performance goals and establish a weight for each goal.
6. As approved or modified by the Executive and Compensation Committee, proposed strategic performance goals and their weights will be forwarded to the Board of Trustees for final action.

D. Evaluation of Performance at the End of the Retention Period

1. No later than thirty (30) days after the end of the retention period, the President will submit to the Vice Chair, and the other Participants will submit to the President, a self-evaluation of his/her performance with respect to the approved strategic performance goals.
2. The Vice Chair or President, as applicable, will prepare a written evaluation of the Participant's performance with respect to the strategic performance goals and provide it to the Participant in advance of a meeting.
3. The Vice Chair or President, as applicable, will prepare a written recommendation to the Executive and Compensation Committee concerning the Participant's performance with respect to the strategic performance goals, including a recommendation as to whether the previously established retention amount, or some portion of the retention amount, should be made to the Participant.

E. Performance and Retention Payment

1. The Executive and Compensation Committee will approve or modify the recommendation concerning whether the Participant has achieved or made progress toward achievement of the strategic performance goals and whether the Participant should receive the previously established retention amount, or some portion of the retention amount. The Executive and Compensation Committee will forward its recommendation to the Board of Trustees for final action.
- ~~2. To be eligible for payment of the retention amount, the Participant must be in active service as President, Executive Vice President, or Chancellor on the last day of the retention period.~~
- ~~3.2. If the amount approved by the Board of Trustees, the retention amount, will be paid to the Participant within thirty (30) days of the Board of Trustees' action approving the payment, provided that payment will be made only if the Participant is in active service as President, Executive Vice President, or Chancellor on the date payment is to be made, provided that, except as otherwise provided in paragraphs E.3.(1), E.3.(2), E.3.(4), and E.3.(5) concerning termination of the Participant's employment for medical reasons or by reason of death.~~
- 4.3. If the Participant's employment with the University terminates, voluntarily or involuntarily, prior to the end of the retention period date on which an amount approved by the Board of Trustees is to be paid, he/she will not receive any portion of the retention amount except as provided below:

- (1) If the Participant voluntarily terminates employment prior to the end of the retention period for medical reasons duly documented by a physician, the Participant will receive a pro rata portion of the retention amount if the Board of Trustees determines that his/her performance with respect to the strategic performance goals was more than satisfactory during the completed portion of the retention period.
- (2) If termination of employment is by reason of death of the Participant prior to the end of the retention period, a pro rata portion of the retention amount will be paid to the executor or administrator of his/her estate if the Board of Trustees determines that the performance of the Participant with respect to the strategic performance goals was more than satisfactory during the completed portion of the retention period.
- (3) The pro rata portion to be paid under paragraphs E.3.(1) and E.3.(2) will be calculated on a monthly basis, using the number of full months from the beginning of the retention period to the termination date as the numerator and the total number of months in the retention period as the denominator.
 - i. If the Board of Trustees approves payment of a pro rata portion is to be paid because termination was for medical reasons prior to the end of the retention period, the payment will be made within thirty (30) days of the ~~termination date~~ Board's action approving the payment.
 - ii. If the Board of Trustees approves payment of a pro rata portion is to be paid upon the because termination was by reason of death of the Participant prior to the end of the retention period, the payment will be made within thirty (30) days of the date on which satisfactory proof of letters testamentary or letters of administration issued by a court of competent jurisdiction is provided to the University.
- (4) If the Participant's employment with the University terminates by reason of death or for medical reasons documented by a physician after the end of the retention period but before the Board of Trustees has approved payment of all or any portion of the retention amount, the retention amount subsequently approved by the Board will be paid to the executor or administrator of his/her estate within thirty (30) days of the date on which satisfactory proof of letters testamentary or letters of administration issued by a court of competent jurisdiction is provided to the University.
- (5) If the Participant's employment is terminated by the University for gross misconduct after the end of the retention period but before the Board of Trustees has approved payment of all or any portion of the retention amount, he/she will not receive any portion of the retention amount. If the Participant's employment with the University terminates by reason of death or for medical reasons documented by a physician after the Board of Trustees has approved payment of

all or any portion of the retention amount but before payment has been made, the amount approved will be paid to the executor or administrator of his/her estate within thirty (30) days of the date on which satisfactory proof of letters testamentary or letters of administration issued by a court of competent jurisdiction is provided to the University.

F. Funding of the Plan

Funding for all payments under the Plan will be the responsibility of the respective campus or system budgetary unit.

G. Amendment, Suspension, and Termination of the Plan

1. The Board of Trustees reserves the right to amend, suspend, or terminate the Plan at any time.
2. If the Plan is terminated before the end of a retention period, the Participant will receive a pro rata portion of any established retention amount, if the following conditions are satisfied:
 - a. The Board of Trustees determines that the performance of the Participant with respect to the strategic performance goals was more than satisfactory from the beginning of the retention period through the date of termination of the Plan; and
 - b. The Participant remains in active service as President, Executive Vice President, or Chancellor on the date of the Board's determination under paragraph G.2.a.
3. If the Participant is entitled to receive a pro rata portion of a retention amount under paragraph G.2, the pro rata amount will be calculated on a monthly basis, using the number of full months from the beginning of the retention period to the date of termination of the Plan as the numerator and the total number of months in the retention period as the denominator. The pro rata portion will be paid to the Participant within thirty (30) days of the Board's determination under paragraph G.2.a.

H. General Provisions

1. If a Participant receives an unsatisfactory rating in any annual performance review, his/her participation in the Plan will terminate automatically, and the Participant will not receive any payment under the Plan.
2. Neither the Plan nor any payment under the Plan shall be construed to confer any right to continued employment with The University of Tennessee. All Participants serve at the pleasure of the Board of Trustees, subject to the terms of any written contract of employment.

3. Neither the Plan nor any payment under the Plan shall be construed to create a trust or to create in any Participant, or in his/her personal representative or beneficiary, a security interest or other interest in any assets of The University of Tennessee.
4. All payments under the Plan are subject to all reporting, deductions, and withholdings required by applicable law or University policy, as amended, enacted, or adopted from time to time, including but not limited to deduction for debts owed to the University.
5. Under no circumstances will any payment be made under the Plan later than two and a half months after the end of the calendar year in which the Board of Trustees decides to make a payment.
6. Participants will bear sole responsibility for any and all direct or indirect tax consequences of payments under the Plan. The University makes no representations as to the tax treatment of payments under the Plan, and Participants are responsible for seeking advice as to the tax consequences of the Plan from their personal tax advisors.
7. To the extent any part of the Plan fails to comply with any applicable state or federal law or regulation, that part of the Plan shall not be effective.

THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 28, 2013

COMMITTEE: Executive and Compensation

ITEM: **Performance Goals for Executive Officers**

RECOMMENDATION: Approval

PRESENTED BY: Don C. Stansberry, Jr., Vice Chair of the Board
Joseph A. DiPietro, President

Under the Performance and Retention Plan for executive officers of the University, the Executive and Compensation Committee must recommend to the Board the performance goals the Participants will seek to achieve by June 30 of the final year of the retention period.

At its January 28, 2013 meeting, the Committee approved the proposed goals for recommendation to the Board, subject to the addition of athletics performance and financial goals in the Subjective Goals for the Chancellors, where applicable; and subject to the addition of improvement in employee satisfaction in the Subjective Goals for all Participants; and further subject to the revised goals being submitted to the Committee at the next meeting.

The performance goals, as revised at the request of the Executive and Compensation Committee, are presented in the following documents.

MOTION:

That the performance goals for Participants in the Performance and Retention Plan for executive officers be approved.

Executive Officer Performance & Retention Plan Goals

3

Last 3 Years		Base Year FY12	Chancellors' Goals			Exec. VP's Goals			President's Goal		
3-Yr Avg.	% Change		3-Yr Incr	Goal	Weight	3-Yr Incr	Goal	Weight	3-Yr Incr	Goal	Weight
			(N,I,H = Normal, Intermediate, High) <i>(Weights for UTC are from Interim Chancellor).</i>			(N,I,H = Normal, Intermediate, High)			(N,I,H = Normal, Intermediate, High)		

Enhancing Educational Excellence

1 Six-Year Freshman Graduation Rate

	UT System	54.7%	2.5%	55.6%					NA	NA	NA	2.0%	57.6%	H
	UTK	63.3%	5.6%	66.1%	2.9%	69.0%	H							
	UTC	38.4%	0.6%	38.2%	(2.0%)	40.2%	(H)							
	UTM	47.8%	1.1%	48.9%	2.0%	50.9%	H							
	UTIA*				2.0%		I							

* Students in UTIA are included in UTK data

2 Freshman Retention

	UT System	77.9%	-0.2%	77.4%					NA	NA	NA	2.0%	79.4%	H
	UTK	85.1%	-1.6%	84.6%	1.0%	85.6%	H							
	UTC	68.0%	0.1%	67.4%	(3.0%)	70.4%	(H)							
	UTM	72.0%	1.3%	70.7%	2.0%	72.7%	H							
	UTIA				2.0%		I							

* Students in UTIA are included in UTK data

3 Total Degrees Awarded (Summer/Fall/Spring)

	UT System	10,507	9.1%	11,058					NA	NA	NA	2.0%	11,279	H
	UTK	6,583	8.5%	6,885	1.0%	6,954	H							
	UTC	1,954	16.6%	2,140	(5.9%)	2,266	(H)							
	UTM	1,202	9.3%	1,265	3.0%	1,303	H							
	UTHSC	1,061	0.1%	1,072	3.0%	1,104	N							
	UTIA	337	45.5%	419	3.0%	419	I							

UTHSC includes Graduate Medical Education Residents/ Fellows and Non GME program graduation recipients

Executive Officer Performance & Retention Plan Goals

3

Last 3 Years		Base Year FY12	Chancellors' Goals			Exec. VP's Goals			President's Goal		
3-Yr Avg.	% Change		3-Yr Incr	Goal	Weight	3-Yr Incr	Goal	Weight	3-Yr Incr	Goal	Weight

(N,I,H = Normal, Intermediate, High)
(Weights for UTC are from Interim Chancellor).

Expand Research Capacities

5 Research and Sponsored Projects (Restricted) Expenditures (in \$millions) Reported to THEC

UT System	\$434.50	20.8%	\$465.00					7.5%	\$500	H	7.5%	\$500	H
UTK	\$161.39	14.1%	\$167.30	6.0%	\$177.34	H		Contingent upon federal budget			Contingent upon federal budget		
UTC	\$11.78	5.9%	\$12.44	(2.0%)	\$12.68	(I)							
UTM	\$3.98	-28.5%	\$3.33	5.0%	\$3.49	N							
UTHSC	\$190.69	13.8%	\$201.07	10.0%	\$221.17	H							
UTIA	\$41.80	8.8%	\$43.23	7.5%	\$46.48	H							

6 Research (Restricted and Unrestricted) Expenditures Reported to NSF (in \$millions)

UT System	\$321.41	11.5%	\$338.60					7.5%	\$364	H	7.5%	\$364	H
UTK	\$165.96	19.3%	\$179.76	5.0%	\$188.75	H		Contingent upon federal budget			Contingent upon federal budget		
UTC	\$10.30	1.4%	\$10.90	(.5%)	\$10.95	(I)							
UTM	\$0.99	-51.1%	\$0.57	5.0%	\$0.60	N							
UTHSC	\$80.29	-5.1%	\$77.75	10.0%	\$85.53	H							
UTIA	\$63.87	17.6%	\$69.62	6.0%	\$73.80	H							

7 Research and Sponsored Program Proposals

UT System	3,194	-2.9%	3,106					6.0%	3,292	H	6.0%	3,292	H
UTK	1,536	1.1%	1,550	3.0%	1,597	H							
UTC	133	57.6%	156	(10.0%)	172	(I)							
UTM	69	-27.9%	49	5.0%	51	N							
UTHSC	746	-33.1%	581	20.0%	697	H							
UTIA	676	20.0%	727	6.0%	771	H							

8 Number of Disclosures (Inventions)

				3-Yr Avg									
UT System	107	61.8%	107					5.0%	112	H	5.0%	112	H
UTK	39	65.5%	39	5.0%	41	H							
UTC	4	166.7%	4	(25.0%)	5	(I)							
UTM	0.33	-	0	-	-	N							
UTHSC	28	-15.6%	28	3.0%	29	I							
UTIA	36	140.0%	36	5.0%	37	H							

9 Revenue From Executed License Agreements (3-Yr Avg in \$Thousands)

UT System	\$1,436	3.3%	\$1,436					3.0%	1,479	H	3.0%	1,479	I
UTK	\$730	-11.9%	\$730	3.0%	\$752	I							
UTC	\$5	-	\$5	(20.0%)	\$6	(I)							
UTM	\$0	-	\$0	-	-	N							
UTHSC	\$456	-33.1%	\$456	3.0%	\$469	I							
UTIA	\$246	193.3%	\$246	3.0%	\$253	H							

Executive Officer Performance & Retention Plan Goals

Last 3 Years		Base Year FY12	Chancellors' Goals			Exec. VP's Goals			President's Goal		
3-Yr Avg.	% Change		3-Yr Incr	Goal	Weight	3-Yr Incr	Goal	Weight	3-Yr Incr	Goal	Weight
			(N,I,H = Normal, Intermediate, High) (Weights for UTC are from Interim Chancellor).			(N,I,H = Normal, Intermediate, High)			(N,I,H = Normal, Intermediate, High)		

Engage in Outreach and Service

10 Number of Participants in all Outreach and Engagement Activities

	UT System	4,892,607	-8.2%	4,683,913				4.0%	4,871,270	I	4.0%	4,871,270	N
	UTK	17,954	70.1%	22,612	4.0%	23,516	N						
	UTC	5,349	45.1%	6,334	(3.0%)	6,524	(N)						
	UTM	2,936	-6.2%	2,638	5.0%	2,770	N						
	UTHSC	40,226	4.4%	41,097	increase		N						
	UTIA	3,431,869	-8.6%	4,467,718	7.5%	4,802,797	H						

Includes both Non-Credit programs and direct contacts in Extension, Ag Science, and IPS

11 Number of Patient Billings or Clients Served

	UT System												
	UTHSC (Billings)	\$334.13	11.0%	\$353.01	30.0%	\$458.91	H	30.0%	\$458.91	N	30.0%	\$458.91	I
	UTHSC (RVUs)	1,896,121	14.1%	2,021,304	30.0%	2,627,695	H	30.0%	2,627,695	N	30.0%	2,627,695	I
	Vet Med (Clients)	127,799	6.4%	130,859	3.0%	134,785	I	3.0%	134,785	N	3.0%	134,785	I

Billings are charges for clinical patient services provided by UTHSC faculty; Billings \$ in millions

RVU = Relative Value Units (number of billable medical procedures); RVUs do not include Dentistry, Pharmacy, Nursing, Allied Health

12 Number of Alumni Who Donate

	UT System	32,323	-9.8%	30,619				3.0%	31,538	NA	3.0%	31,538	N
	UTK	21,509	-9.1%	20,356	3.0%	20,967	N						
	UTC	2,997	-14.9%	2,823	(5.0%)	2,964	(N)						
	UTM	2,368	-4.7%	2,313	5.0%	2,429	I						
	UTHSC	3,951	-11.8%	3,713	0.5%	3,732	N						
	UTIA	1,536	-11.5%	1,453	3.0%	1,497	N						

Executive Officer Performance & Retention Plan Goals

3

Last 3 Years		Base Year	Chancellors' Goals			Exec. VP's Goals			President's Goal		
3-Yr Avg.	% Change	FY12	3-Yr Incr	Goal	Weight	3-Yr Incr	Goal	Weight	3-Yr Incr	Goal	Weight
			(N,I,H = Normal, Intermediate, High)			(N,I,H = Normal, Intermediate, High)			(N,I,H = Normal, Intermediate, High)		
			(Weights for UTC are from Interim Chancellor).								

Increase Effectiveness and Efficiency

13 Fundraising Progress *

	UT System	\$156,590	-15.7%	\$148,998					NA	NA	NA	4.0%	\$154,958	H
	UTK	\$105,427	-8.3%	\$104,782	3.0%	\$107,926	H							
	UTC	\$10,059	-18.6%	\$8,657	(6.0%)	\$9,176	(H)							
	UTM	\$5,472	-65.6%	\$3,045	5.0%	\$3,198	H							
	UTHSC	\$22,649	-62.8%	\$12,879	10.0%	\$14,167	H							
	UTIA	\$11,179	191.9%	\$18,800	3.0%	\$19,364	H							

* Includes new gifts, pledges, and bequests; UTK does not include CASNR and Vet Med

16 Unrestricted E&G Expense per Student FTE (in 2012 \$)

	UT System	\$24,005	2.7%	\$24,366					NA	NA	NA	0.0%	\$24,366	H
	UTK (incl VetMed)	\$20,736	7.5%	\$21,434	0.0%	\$21,434	H							
	UTC	\$12,261	0.5%	\$12,231	(1.0%)	\$12,353	(H)							
	UTM	\$11,982	0.5%	\$12,019	0.0%	\$12,019	H							
	UTHSC	\$73,396	6.5%	\$77,066	2.0%	\$78,607	H							

17 Unrestricted E&G Expense per Degrees Awarded (in 2012 \$)

	UT System	\$101,105	-3.7%	\$98,130								0.5%	\$98,621	H
	UTK (incl VetMed)	\$79,029	0.3%	\$78,099	0.0%	\$78,099	H							
	UTC	\$59,300	-6.7%	\$56,291	(1.0%)	\$61,920	H							
	UTM	\$68,242	-6.3%	\$65,052	1.5%	\$66,027	H							
	UTHSC	\$274,044	4.1%	\$276,153	2.0%	\$281,676	H							

18 Net Cost of Tuition and Fees. (Average percentage of total cost of tuition and mandatory fees that an undergraduate pays after subtracting financial aid grants and scholarships)

	UT System	22.2%	3.7%	26.8%	\$2,051							5.0%	31.8%	H
	UTK	30.8%	5.2%	35.2%	\$2,953	5.0%	40.2%	N						
	UTC	6.8%	-4.1%	11.5%	\$770	(5.0%)	16.5%	H						
	UTM	14.3%	8.2%	19.9%	\$1,335	5.0%	24.9%	H						

19 Tuition and Mandatory Fees as a Percent of Gap Peer Average

	UT System	81.9%	7.0%	86.3%	\$7,621							-0.5%	85.8%	H
	UTK	75.4%	7.9%	80.4%	\$8,396	-1.0%	79.4%	H						
	UTC	93.3%	7.6%	98.7%	\$6,718	0.0%	98.7%	H						
	UTM	95.1%	0.6%	95.5%	\$6,718	0.0%	9.5%	H						

20 E&G Expense Per Direct Service Contact (in 2012 \$)

	UTIA	\$21.62	-1.8%	\$21.93	0.0%	\$21.93	H					0.0%	\$21.93	H

Executive Officer Performance & Retention Plan Goals

3

Last 3 Years		Base Year FY12	Chancellors' Goals			Exec. VP's Goals			President's Goal		
3-Yr Avg.	% Change		3-Yr Incr	Goal	Weight	3-Yr Incr	Goal	Weight	3-Yr Incr	Goal	Weight

(N,I,H = Normal, Intermediate, High)
(Weights for UTC are from Interim Chancellor).

21 Capital Maintenance Funded (\$ in millions)

	3-Yr Avg.	% Change	FY12	3-Yr Incr	Goal	Weight	3-Yr Incr	Goal	Weight	3-Yr Incr	Goal	Weight
UT System	\$16.37	447.4%	\$23.92				7.5%	\$25.71	N	7.5%	\$25.71	N
UTK	\$5.42	35.7%	\$4.75	7.5%	\$5.11	N						
UTC	\$4.02	-	\$7.45	(7.5%)	\$8.01	(N)						
UTM	\$2.94	328.6%	\$3.75	34.0%	\$5.02	N						
UTHSC	\$2.05	-	\$3.13	Enhance		N						
UTIA	\$1.95	-	\$4.84	7.5%	\$5.20	N						

Advocate for the UT System

- 22 * Implement a collaborative System marketing/communications plan that advances the brand position of the UT System and each of its campuses and institutes.
- 23 * Provide a UT System platform that will enable and support campus and institute efforts to promote and advance the visibility of faculty and faculty expertise within the UT System.
- 24 * Develop and implement a communication plan in conjunction with campus leadership to enhance the promotion of outreach and engagement activities at campuses and institutes.

Executive Officer Performance & Retention Plan Goals

Additional Goals for President DiPietro

- * Establish a development strategy for the Cherokee Farm Campus.
- * Explore best practices from other university system structures and determine possible application to UT.
- * Develop an "Employer of Choice" model for UT.
- * Demonstrate improvement in employee satisfaction on the Employee Engagement Survey to facilitate recruiting and retaining a diverse employee base (i.e.: compensation, work balance, training, and sense of community.)
- * Complete GAP analyses for UT Martin and UTIA.
- * Fill current vacancies on the President's Staff.
- * Reduce the gap in freshmen six-year graduation rates between minority and multi-racial students and the total.
- * Bring faculty and staff salaries closer to the median of the peer group.
- * Increase the amount of capital funding to support renovation and new construction needs.

Additional Goals for Executive Vice President Millhorn

- * Facilitate the appointment of three Governor Chairs over next three years
- * Establish a development framework for Cherokee Farm and secure commitment for one privately funded building
- * Continue to oversee management of ORNL
 - Increase joint faculty from 112 to 130 over next 3 years
 - Develop and implement recompetition plan for M&O contract at ORNL
- * Manage the NSF TN-Score program at UT and Vanderbilt
- * Demonstrate improvement in employee satisfaction on the Employee Engagement Survey to facilitate recruiting and retaining a diverse employee base (i.e.: compensation, work balance, training, and sense of community.)

Executive Officer Performance & Retention Plan Goals

Additional Goals for Chancellor Cheek at UT Knoxville

- * Recruit, develop, educate, and graduate a nationally competitive and diverse body of undergraduate, graduate, and professional students
- * Attract and retain stellar, diverse faculty and staff who will proudly represent our campus, execute our mission, embrace our vision, exemplify our values, and collaborate to realize our strategic priorities
- * Continue strengthening partnerships with ORNL, Y-12, other institutions and institutes within the University of Tennessee System, and other academic and industry partners
- * Develop and implement total compensation market analysis (salary + benefits) of all full-time employees and implement strategies/policies to address the salary gaps and other issues identified
- * Continue to build positive relationships with students, faculty, staff, alumni, other stakeholders, donors, and governmental officials
- * Advocate to the President and the Board of Trustees for the University of Tennessee, Knoxville's unique needs as we implement plans to become a Top 25 university
- * Continually improve the resource base to achieve campus priorities by carefully balancing state revenues, tuition, and private funding, and by embracing stewardship of our campus infrastructure and a culture that values sustainability
- * Reduce the gap in freshmen six-year graduation rates between minority and multi-racial students and the total.
- * Bring faculty and staff salaries closer to the median of the peer group.
- * Increase the amount of capital funding to support renovation and new construction needs.
- * Implement a plan to achieve the goal of becoming a national competitive athletic program that emphasizes comprehensive excellence in both academics and athletics, financial sustainability, focus on student-athletes, reduction of debt, and development of a substantial financial reserve fund.
- * Demonstrate improvement in employee satisfaction on the Employee Engagement Survey to facilitate recruiting and retaining a diverse employee base (i.e.: compensation, work balance, training, and sense of community.)

Additional Goals for Chancellor Schwab at UT Health Science Center

Administration

- * Increase the amount of capital funding to support renovation and new construction needs.
- * Increase academic payments from partner organizations
- * Demonstrate improvement in employee satisfaction on the Employee Engagement Survey to facilitate recruiting and retaining a diverse employee base (i.e.: compensation, work balance, training, and sense of community.)

Education

- * Increase the number of GME (Graduate Medical Education) programs
- * Maintain quality as demonstrated by >90% graduation rate and >90% first time board pass rate

Clinical Care

- * Increase national reputation of Clinical Practice
 - a. *US News Rank of Hospitals and Clinical Programs*

Executive Officer Performance & Retention Plan Goals

Additional Goals for Chancellor Rakes at UT Martin

- * Demonstrate improvement in employee satisfaction on the Employee Engagement Survey to facilitate recruiting and retaining a diverse employee base (i.e.: compensation, work balance, training, and sense of community.)
- * Maintain competitive rankings as reflected by external surveys and assessment of student engagement.
- * Increase enrollment for credit and non-credit programs.
- * Explore new funding models for appropriate allocation of tuition and fees, state and donor support, self-generated revenues, and improved operational and management efficiencies.
- * Expand initiatives for student involvement in innovative leadership, applied and internship experiences to support preparation for career opportunities and graduate school placement.
- * Reduce the gap in freshmen six-year graduation rates between minority and multi-racial students and the total.
- * Bring faculty and staff salaries closer to the median of the peer group.
- * Increase the amount of capital funding to support renovation and new construction needs.
- * Implement a plan to achieve the goal of becoming a competitive athletic program that emphasizes comprehensive excellence in both academics and athletics, financial sustainability, focus on student-athletes, reduction of debt, and development of a substantial financial reserve fund.

Additional Goals for Chancellor Arrington at the Institute of Agriculture

- * Build positive relationships with UTIA stakeholders, donors, students, and faculty and government officials.
- * Complete total compensation market analysis (salary and benefits) of all UTIA employees. Develop strategies for addressing identified issues.
- * Develop actions to address/enhance diversity of UTIA faculty and staff.
- * Review facility needs throughout UTIA and develop priorities.
- * Strengthen integration between the four UTIA units
- * Establish three UTIA Regional Advisory Councils.
- * Advocate to the System and Legislature the unique needs of UTIA.
- * Reduce the gap in freshmen six-year graduation rates between minority and multi-racial students and the total.
- * Bring faculty and staff salaries closer to the median of the peer group.
- * Increase the amount of capital funding to support renovation and new construction needs.
- * Demonstrate improvement in employee satisfaction on the Employee Engagement Survey to facilitate recruiting and retaining a diverse employee base (i.e.: compensation, work balance, training, and sense of community.)

THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

ACTION ITEM

DATE: February 28, 2013

COMMITTEE: Executive and Compensation

ITEM: **Retention Amounts for Executive Officers**

RECOMMENDATION: Approval

PRESENTED BY: Don C. Stansberry, Jr., Vice Chair of the Board
Joseph A. DiPietro, President

Under the Performance and Retention Plan for executive officers of the University, the Executive and Compensation Committee must recommend to the Board a retention amount for each Participant not exceeding “the sum of fifteen percent (15%) of the base salary of the Participant as of July 1 of the first year of the retention period, multiplied by the number of years in the retention period.” According to the Plan, the initial retention period for all original Participants will be three years, from July 1, 2012 through June 30, 2015.

The proposed retention amount for President DiPietro (approved by the Vice Chair) and the proposed retention amounts for the other Participants (approved by the President) are presented in the following document.

MOTION:

That the proposed retention amounts for Participants in the Performance and Retention Plan for executive officers be approved.

Retention Amounts for Executive Officers

Section III.B.2. of the Performance and Retention Plan provides as follows: “The retention amount will not exceed the sum of fifteen (15%) of the base salary of the Participant as of July 1 of the first year of the retention period, multiplied by the number of years in the retention period.”

Name	Retention Period (Yrs)	Base Salary as of July 1, 2012	15% of Base Salary	Retention Amount
Chancellor Cheek	3	\$394,956.00	\$59,243.40	\$177,730.20
EVP Millhorn	3	\$323,368.20	\$48,505.23	\$145,515.69
Chancellor Schwab	3	\$546,000.00	\$81,900.00	\$245,700.00
Chancellor Rakes	3	\$224,873.04	\$33,730.96	\$101,192.87
Chancellor Arrington	3	\$285,525.00	\$42,828.75	\$128,486.25
President DiPietro	3	\$445,567.50	\$66,835.13	\$200,505.38

THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

5

ACTION ITEM

DATE: February 28, 2013
COMMITTEE: Executive and Compensation
CAMPUS/UNIT: UTC
ITEM: Election and Compensation of UTC Chancellor
RECOMMENDATION: Approval
PRESENTED BY: Joseph A. DiPietro, President

President DiPietro recommends the election of Dr. Steven R. Angle as the next Chancellor of The University of Tennessee at Chattanooga, effective July 1, 2013, with the following compensation:

Base Salary: \$24,250 per month
Expense Allowance: \$583.33 per month
Housing Allowance: \$1666.67 per month
Moving Allowance: \$20,000

Dr. Angle holds a Ph.D. in Organic Chemistry from the University of California, Irvine, an M.S. in Organic Chemistry from the University of California, Los Angeles, and a B.A. in Chemistry from the University of California, Irvine. Since August 2012, he has been serving as Senior Vice President at Wright State University in Ohio. From March 2007 to August 2012, he served as Provost (chief academic and operating officer) at Wright State. Dr. Angle's full curriculum vitae follows.

MOTION:

That the President's recommendation for the election and compensation of Dr. Steven R. Angle as the next Chancellor of The University of Tennessee at Chattanooga, effective July 1, 2013, be approved.

Steven Roger Angle

Senior Vice President and Professor of Chemistry
Wright State University, Dayton, Ohio 45435
steven.angle@wright.edu
Phone: 937-775-4250 (office)

Home Address:
1836 von Hovel Court
Bellbrook, Ohio 45305
937-654-3485 (cell)

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EDUCATION

- University of California, Irvine, Ph.D. (Organic Chemistry), 1984.
Dissertation: "*Studies Toward the Total Synthesis of Strychnos Alkaloids.*"
Research Advisor - Larry E. Overman.
- University of California, Los Angeles, M.S. (Organic Chemistry), 1981.
Thesis: "*Studies Toward the Total Synthesis of Quassin.*"
Research Advisor - Robert V. Stevens (deceased).
- University of California, Irvine, B.A. (Chemistry), 1978.

PROFESSIONAL EXPERIENCE

Senior Vice President and Professor, Wright State University and Executive in Residence at the Ohio Board of Regents; August 2012 to present.

Responsibilities: Lead the startup of new on-line degree programs and implement new RCM budget model at Wright State; at Ohio Board of Regents lead the development of "Complete College Ohio" a plan to increase college completion rates in Ohio and develop additional outcome-based metrics for allocation of state funding to the 14 public universities in Ohio.

Provost and Professor, Wright State University, Dayton, Ohio; March 2007 to July 2012.

Responsibilities: Chief academic and operating officer for the 19,700 student university; manage university budget (\$442M); direct reports included the vice presidents and deans (including medicine); oversee operation of the WSU Lake Campus in Celina Ohio.

Major Accomplishments: Led transition to Responsibility Centered Management (RCM) budget model; led conversion from quarters to semesters; oversaw the process to select University System of Ohio Centers of Excellence; hired ten senior administrators (VP/Dean); resolved chronic budget deficits for several administrative units.

Dean, College of Natural and Agricultural Sciences and Director, Agricultural and Natural Resources Program at the University of California, Riverside; June 2001- March 2007. Interim Dean and Director; July 2000 - June 2001.

Responsibilities: As dean, lead all college operations, strategic planning, and budget process. As Director, oversaw operations on the Riverside branch of the UC Agricultural Experiment Station (AES), farms, natural reserves, outreach efforts, and activities of 25 CE Specialists.

Major Accomplishments: Increased grant awards from \$18M to \$65M; initiated programs to foster student success and undergraduate research programs; hired over 100 faculty; dealt with major budget reductions; redesigned process for allocating AES resources. Led strategic planning that built the case for four new state-funded academic buildings (>\$150M).

Associate Dean for Physical and Mathematical Sciences, College of Natural and Agricultural Sciences, University of California, Riverside; 1997-2000.

Responsibilities: Oversaw operations of five departments and two research centers.

Professor of Chemistry, University of California, Riverside; 1994-2007.

Associate Professor; 1991-1994. Assistant Professor; 1986-1991.

Postdoctoral Research Associate, University of Wisconsin, Madison; 1984-1986.

Research Advisor - Barry M. Trost, Department of Chemistry.

Vice President, Angle and Babbage Office Equipment, Inc.; 1981-1982.

HONORS

- Fellow of the American Association for the Advancement of Science (1999).
- Alfred P. Sloan Foundation Research Fellow (1993-1997).
- University of California, Riverside, Distinguished Teaching Award (1991).
- American Cyanamid Faculty Award (1991).
- University of California President's Fellowship, UC Irvine (1977-78).
- University of California, Irvine, Alumni Assn. Award for Undergraduate Research (1978).

**ADMINISTRATIVE EXPERIENCE AT WRIGHT STATE UNIVERSITY, DAYTON OHIO
Provost and Professor of Chemistry; March 2007 to July 2012**

Background on the University. Wright State University has approximately 19,700 students with 18,304 students (fall 2011 official head count) on the Dayton campus within the colleges of Liberal Arts, Education and Human Services, Engineering and Computer Science, Nursing and Health, Science and Mathematics, the Raj Sooin College of Business, the School of Professional Psychology, and the Boonshoft School of Medicine. WSU offers 91 undergraduate degree programs and 76 graduate/professional degree programs (including 5 Ph.D., Psy.D., DNP, and M.D.). Graduate and professional students comprise 21% of student enrollment. Wright State University, Lake Campus is located in Celina, Ohio, approximately 70 miles north of Dayton and has an enrollment of 1471 students (fall 2011 head count). WSU Lake Campus offers 2 year and 4 year degree programs, as well as selected graduate degrees. WSU ended the 2011-12 academic year with over \$100M in research and sponsored programs awards and the adopted campus budget was \$442M.

Selected Accomplishments, Wright State University:

- Directed campus budget reduction process over a four year period 2008-11. We did not take across the board cuts; each unit was given a target based on their functions and ability to deal with reductions. Meetings with individual deans/vice presidents, and their chief budget staff were a key part of this process. State funding was reduced by over \$25M (26%) while enrollment increased more than 15%.
- Chair of the committee to update and revitalize the university strategic plan, mission, vision, values and goals (2007-08).
- Oversaw the increase of research and sponsored programs awards from \$64M in 2006 to over \$100M in 2012.
- Successfully recruited key campus leadership, including: Vice President for Multicultural Affairs and Community Engagement (2012), Vice President Budget and Finance (2012), Vice President for Research (2012), Dean of Science and Math (2011), Dean of Nursing (2011), Vice President of Advancement (2010), Dean of the Graduate School (2010), Associate Vice President of Communications and Marketing (2009), Dean of the School of Professional Psychology (2008), and Dean of the WSU Lake Campus (2008, 2011).
- Provided leadership to address issues on WSU Lake Campus including: declining enrollment, weak leadership, decreasing community support, faculty-staff conflicts (2007-08).
- Led the reorganization of campus educational technology units to improve customer service and reduce the budget (2009-10).

Selected Accomplishments at Wright State University, continued:

- Initiated a “Teaching Innovation Grant Program” to assist faculty in adopting new teaching pedagogies and incorporating technology into their on-line and in person courses (2011-12).
- Initiated an “Undergraduate Recruiting Award Program” to incentivize academic colleges to work with central admissions staff in attracting new students to Wright State (2011).
- Held discussions with Federal (Congressional and Senate) and State General Assembly representatives and their staff in Washington DC and Ohio to garner support for WSU initiatives.
- Central administration lead on Wright State University National Center for Medical Readiness (2007 to 2012). Working with Emergency Medicine faculty we secured funding and a site for training first responders to disasters along with emergency department physicians. Worked closely with our Senate and Congressional representatives and consulted with House Homeland Security authorization and appropriations committees to gain support for WSU membership in the National Disaster Preparedness Consortium.
- Worked closely with elected and appointed local and state officials to take ownership of a former cement plant as the site for our National Center for Medical Readiness. Obtained state and federal funding (>\$3M) to clean up contamination in the soil and ground water prior to accepting the gift of property.
- Established a new position, vice-president for multicultural affairs and community engagement, who will report to the provost (2011/12). Working with an outside consultant we developed a plan to advance diversity and better align campus activities, groups, and organizations.
- Participated in the planning retreat for a consortium NSF-Advance grant (WSU lead institution with the University of Dayton, Air Force Institute of Technology, and Central State University as partners) to increase the representation of women faculty in science and engineering (2011). WSU is now working to use the infrastructure of this program to help address ethnic diversity in our science and engineering faculty.
- Campus administrative lead on WSU Sports Medicine Building, a 75,000 sq.ft. on campus building financed and built by our WSU physician practice plan. This facility which opened in June of 2012 will allow our faculty and students in athletic training to be located in the same building as physical therapy services, clinical research in related areas, and the orthopedic physicians they already work with on a routine basis.
- Worked with a faculty member to establish the Institute for Defense Studies and Education. The IDSE was formed to capitalize on the proximity of Wright Patterson Air Force Base to the campus and our connections to the Department of Defense (DOD). It is completely self-supporting and has generated a significant positive margin which is being used to broaden offerings to include professional master degree programs.
- Participated in establishment, set-up, and on-going operation of the Dayton Regional STEM School, a WSU affiliated “Charter” School for grades 6-12.
- Along with an Emergency Medicine faculty member, participated in the founding of the Food and Agricultural Protection Training Consortium (FAPTC) in partnership with the University of Mississippi, LSU, Michigan State, UC Davis, the University of Tennessee, and Iowa State University (2010-11).

Selected Accomplishments at Wright State University, continued:

- Signed exchange agreements with two universities in Taiwan and four universities in China during visits summer 2010. These agreements have brought over 100 fee paying students to WSU thus far.
- Made six new visits to Chinese Universities and two return visits in summer 2011. Signed four agreements that have already resulted in 12 students committed to attend WSU fall 2012.
- Participated in the grand opening of the Wright College at Dalian Institute of Science and Technology, Dalian China (summer 2011).
- Worked with engineering faculty to develop an operational plan for a joint WSU-Dalian Institute of Science and Technology campus in China.
- My wife and I represented Wright State University at the 50th Anniversary of the Kake Group of Institutions, Okayama, Japan (November 2011).
- Worked with the deans of WSU Lake Campus and the dean of the College of Food, Agricultural, and Environmental Sciences at The Ohio State University to offer a two-year degree in agriculture at the WSU Lake Campus (2010-2012).
- Organized a study group on current issues in public higher education for the cabinet and council of deans lead by the former chancellor of the University System of Ohio; monthly meetings spring quarter 2011. Issues raised in *Academically Adrift* were highlighted in the discussions.
- Organized day-long discussion on current issues in public higher education for Board of Trustees' Retreat that included the cabinet and council of deans. Areas of focus included learning outcomes, accountability, and economic impact (2011).
- Key Note Address Annual Meeting of Association for University Regional Campuses of Ohio (AURCO); "The Future of Regional Campuses in Ohio" April 8, 2011.

ADMINISTRATIVE EXPERIENCE AT THE UNIVERSITY OF CALIFORNIA, RIVERSIDE
Dean, College of Natural and Agricultural Sciences and Director, Agricultural and Natural Resources Program, 2001-2007; Interim Dean and Director 2000-2001.

Background on UCR, the College, and the Experiment Station. UCR grew from approximately 10,000 students in 2000 to nearly 17,000 students in 2007. The College of Natural and Agricultural Sciences (CNAS) at UC Riverside had over 4600 students, 265 faculty, and consisted of 13 academic departments comprising the physical, mathematical, biological and agricultural sciences, several organized research units, and eight of the UC's Natural Reserves. I was the first permanent Dean of the College who did not hold an appointment in the Agriculture Experiment Station. The University of California Agricultural Experiment Station is a state-wide organization that includes offices and facilities on the three UC campuses that are part of the land grant system of universities and colleges (Berkeley, Davis, and Riverside). CNAS was the home of the Riverside Branch of the UC Agricultural Experiment Station (AES). The College had a state general fund budget of \$54M per year with \$20M for the agricultural programs and \$34M for the non-agricultural parts of the college.

Reporting Relationship of the Dean and Director. I formally reported to the Executive Vice Chancellor and Provost at UC Riverside for the academic portion of the college and to the Vice President for Agriculture and Natural Resources (in Oakland) for the Agricultural Experiment Station portion of my appointment.

UC Riverside Budget Experience. The State of California went through several difficult budget years during my term as Dean. Our college budget was cut by over \$6.4M (11% overall) from 2001 to 2002, forcing me to make some very tough decisions. As much as possible, I used the budget reductions to make constructive changes that would have been impossible during good budget times. For example, I worked with my associate Dean for the Agricultural Experiment Station (AES) and Department Chairs to completely revise the allocation of AES resources to faculty. We moved from an entitlement based system, where every faculty member received funding for all or part of a staff research associate, to one where funding was allocated by a competitive grant program that was peer reviewed by UCR faculty on a cycle consistent with Hatch Project (Federal Ag funding) renewals. This was a huge change, but with a mandated 20% cut to our AES programs, we had to make fundamental changes to the budget, not simply make across the board cuts. The final structure for resource allocation was developed by our Department Chairs working as partners with the Dean's office.

Selected Accomplishments, UC Riverside:

- Hired over 100 faculty, including one member of the National Academy of Sciences.
- Hosted a two day tour of southern California agriculture for staff members of representatives on the House agriculture committee and both the House and Senate appropriations committees.
- Hosted lunches and information meetings with federal representatives (Congress and Senate) and their staff to seek support for, and an understanding of, college programs and our needs.
- Visited legislators in the state capital to keep them apprised of the needs of California agriculture and the needs of our campuses (UCB, UCD, and UCR).
- Initiated the CNAS Dean's Summer Fellowship Program, providing funding for the salary of 16 students from across the college to do research in faculty laboratories over the summer. I held a weekly brown-bag lunch where the students presented their research and we discussed topics relating to science, education, and successful careers (2004-2007).
- Initiated CNAS Scholars Undergraduate Research Program. Twenty to forty students who had just finished their freshman year met once per week with a CNAS Associate Dean during the 10 week summer research program.
- Initiated CNAS Annual Undergraduate Research Symposium. Undergraduate students doing research in the college presented their research in a 20 minute oral presentation or poster format. The audience included the donors providing funding for undergraduate research to allow them to meet "their student" and hear about the exciting research that was accomplished.
- Initiated the Freshman Scholars Program. In examining the success of our freshmen students it became apparent that the successful completion of Chemistry 1ABC was a key to matriculation to the sophomore year in CNAS; we had a D/F rate of 30-40% in this course. In an attempt to address this problem, we initiated a pilot program for 200 freshmen students called the Freshmen Scholars Program. Students in this program participated in a discussion section and two peer lead study sections per week. Each student received one additional unit for Chemistry 1A, 1B, and 1C (5 rather than the normal 4 units). We were able to reduce the D/F rate for the cohort in our program to less than 3% of total students in Chemistry 1 and 14% for the cohort in this section – a significant impact.

Selected Accomplishments at UC Riverside, continued:

- Initiated Freshman Advising Seminars. Faculty participation in the advising/mentoring of undergraduates was not wide-spread; we had an outstanding group of staff advisors, but contact with faculty advisors for career-type advising/mentoring was limited. In an effort to address this, we instituted the Freshman Advising/Mentoring Seminar, a one unit class which met one hour per week for the fall quarter. This class matched freshmen up with a faculty academic advisor/mentor to discuss how to study for college courses, career opportunities in their area of study, other issues relating to the transition to college, and a discussion of where their academic field was going and what types of careers people do with that major. The faculty member then continued as the student's faculty advisor/mentor as long as the student was in the college (in addition to advising provided by professional staff). The first year we had a pilot program involving 100 students, by the third year nearly 80% of the 1200 incoming freshmen were participating in this program.
- Began a major genomics institute, which included establishing a center for plant cell biology, hiring a founding director, and obtaining funding for a new building (\$50M) to house these research efforts.
- Revitalized the Institute for Geophysics and Planetary Physics by hiring a new Director and selectively investing resources.

Administrative Philosophy

I have been fortunate to be associated with great institutions and supported by gifted people. Success as a dean, provost, and president requires a team effort with a collective commitment to quality and success. A university is not just an assembly of buildings; a university is people: students, faculty, staff, alumni, and friends. Whatever success I have enjoyed is the result of the efforts of many talented people working toward a set of common goals.

SELECTED UNIVERSITY AND COMMUNITY SERVICEWright State University

- Chair, President's Cabinet (2007 to 2012).
- Chair, Council of Deans (2007 to 2012).
- Member, Core Committee for Development of WSU Master Space Plan (2010-2011).
- Chair, Task Force on Student Success and Community Engagement (2009-2010).
- Chair Strategic Planning Committee (2007-2008).

University System of Ohio (USO)

- Member, Provosts Group Ohio Inter-University Council (2007 to 2012).
- Member, USO Educational Technology Committee (2009 to present).
- Member Ohio-Link Advisory Board (2011 to present).
- Member, Search Committee Ohio-Link Executive Director (2010).
- Member, Ohio-Link Board of Directors (2007-2009).

National

- Member, Association of Public and Land-grant Universities (APLU) Committee on Academic Affairs (2007 to 2012).
- Member, American Association of State Colleges and Universities (AACSU) Chief Academic Officers (2007 to 2012).
- Member, University Leadership Council, Washington D.C. (2008 to 2012).
- Participant Executive Leadership Academy; American Academic Leadership Institute (2011-2012).
- Advisory Board for Public Purpose, the magazine of the American Association of State Colleges and Universities (AACSU) (2012 to present)

Community

- Member Premier Health Partners (PHP) Executive Planning Committee to address a possible closer WSU School of Medicine-PHP relationship (2011 to 2012).
- Member Board of Trustees Dayton Chamber of Commerce (2011 to present).
- Member, Board of Directors United Way of Greater Dayton (2008-2011).
- Member, Dayton Council on World Affairs (2007 to 2012).
- Member, Sustainability Board, Nursing Institute of West Central Ohio (2007 to present).
- Member, Miami Valley (Ohio) Higher Education Consortium (2007 to 2012).
- Member City of Riverside CEO Forum, a group organized to bring high tech companies to Riverside (2004-2007).

University of California System

- Member, UC System-wide Task Force on Science and Mathematics Initiative, Training Teachers in Science and Mathematics Education (2005-2007).
- Member, University of California President's Agriculture Advisory Commission (2004-2007).
- Member, Executive Council, Division of Agriculture and Natural Resources, University of California (2000-2007).
- Member, University of California Cancer Research Coordinating Committee Grant Review Panel (1999-2003).
- Member, UC System-wide Committee on Graduate Student Enrollment and Affirmative Action (1995-1996).

University of California Riverside Space and Building Committee Service

- Member, UC Riverside Capital Project Coordination Committee (2004-2007).
- Member, UC Riverside West Campus Area Study Group (2004-2005).
- Member, Materials Science and Engineering Building Executive Planning Committee (2002-2007).
- Member, Science Laboratory Building Committee (1999-2002).
- Member, CNAS Dean's Executive Space Planning Committee (1998-2000).

University of California Riverside Space and Building Committee Service, continued

- Member, CNAS Dean's Space Transition Committee (1998-2000).
- Member, Science Laboratory Building Committee (1998-1999).
- Member, Physical Sciences 1 Building Committee (1998-1999).
- Member, Building Committee, Pierce Hall (1997-1999).

University of California Riverside Academic (Faculty) Senate Committees:

- Chair, Committee on Distinguished Teaching (1996-1997).
- Member, Committee on Distinguished Teaching (1994-1996).
- Member, University Extension Committee (1987-1989).

University of California Riverside Campus

- Member, Community College – UC Riverside Coordination Team (2006-2007).
- Member, Staff Climate Survey Steering Committee (2006).
- Faculty Mentor, California Alliance for Minority Participation in Science (2005-2007).
- Member, Campus Enrollment Task Force: Increasing the Applicant Pool and Undergraduate Enrollment (2005).
- Member, Campus Revenue – FTE Task Force: Resources for Success (2005).
- Member, Campus Task Force on Media and Marketing (2005-2006).
- Member, Campus Task Force on Student Success (2005-2006).
- Member, UC Riverside Committee on Immigration and Visa status for Faculty and Visiting Scholars (2004-2005).
- Member, UC Riverside Health Sciences Planning Group (2004-2006).
- Chair, Search Committee for Associate Vice Chancellor Marketing and Communications (2003).
- Member, UC Riverside Foundation Board of Trustees (2000-2007).
- Member, Search Committee, CNAS Facilities Planner (1999).
- Member, Advisory Board Mesa Schools Program (1998-2002).
- *Ex Officio* Member, Analytical Chemistry Instrumentation Facility (1997-2000).
- Member, Search Committee for Director of Health and Safety (1997).
- Member, College Committee to establish a Biotech Research Center at UC Riverside (1996).
- Member, Search Committee for CNAS Dean (1996-1997).
- Member, Committee to Reorganize Purchasing and Acquisitions at UCR (1994-1995).
- Member, Campus Recharge Committee (1990-1994).
- Chancellor's Advisory Committee on Hazardous Materials (1990-1992; 1994-1995).
- Member, Campus Board of Review (1989-1992).

Department of Chemistry, University of California Riverside

- Member, Senior Inorganic Chemistry Search Committee (1997-1998).
- Member, Organic Chemistry Faculty Search Committee (1996-1997).
- Graduate Advisor, Admissions (1995-1997).
- Member, Graduate Admissions Committee; December (1988-1997).
- Chair, Atmospheric Chemistry Faculty Search Committee (1995-1996).
- Member, Department Safety Committee (1994-1997).
- Member, College Executive Committee (1993-1994).
- Undergraduate Advisor, Department of Chemistry (1987-1988).

SELECTED ACADEMIC ACCOMPLISHMENTS AND EXPERIENCE

A Complete Academic Résumé is Available upon Request

Research Interests

Organic synthesis, development of new synthesis methodologies and strategies; bioorganic chemistry and biomimetic synthesis.

Professional Memberships

- American Chemical Society, Divisions of Organic Chemistry and Medicinal Chemistry.
- American Association for the Advancement of Science.

Research Publications; 1979 to present, 55 Total

55. S. R. Angle, I. Choi, F. S. Tham "Stereoselective Synthesis of 3-Alkyl-2-aryltetrahydrofuran-4-ols: Total Synthesis of (+/-)-Paulownin" *Journal of Organic Chemistry* **2008**, *73*, 6268-6278.
54. S. R. Angle, I. Choi "Regioselective and Stereoselective Synthesis of Tetrahydrofurans from a Functionalized Allylic Silane and an Aldehyde via Formal [3+2]-Cycloaddition Reaction" *Tetrahedron Letters* **2008**, *49*, 6245-6249.
53. S. R. Angle, M. Kim "General Approach to 3-n-Butyl-5-alkylindolizidines: Total Synthesis of (-)-Indolizidine 195B" *Journal of Organic Chemistry* **2007**, *72*, 8791-8796.
52. S. R. Angle, D. Bensa and D. S. Belanger "New Access to Indolizidine and Pyrrolizidine Alkaloids from an Enantiopure Proline: Total Synthesis of (-)-Lentiginosine and (1*R*,2*R*,7*aR*)-Dihydroxypyrrolizidine" *Journal of Organic Chemistry* **2007**, *72*, 5592-5597.
51. S. R. Angle, X. L. Qian, A. A. Pletnev, J. Chinn "General Synthesis of Pyrroloquinolizidines: Synthesis of an Unnatural Homologue of the Pyrroloindolizidine Myrmecarin Alkaloid 215B" *Journal of Organic Chemistry* **2007**, *72*, 2015-2020.

50. S. R. Angle, D. S. Belanger "Stereoselective Synthesis of 3-Hydroxyproline Benzyl Esters from *N*-Protected β -Aminoaldehydes and Benzyl Diazoacetate" *Journal of Organic Chemistry* **2004**, 69, 4361-4368.
49. S. R. Angle, D. S. Belanger, N. A. El-Said "Stereoselective Synthesis of Tetrahydropyrans via Formal [4+2]-Cycloaddition: A Comparison of Allylsilane and Crotylsilane" *Journal of Organic Chemistry*, **2002**, 67, 7699-7705.
48. S. R. Angle, N. A. El-Said "Stereoselective Synthesis of Tetrahydrofurans via Formal [3+2]-Cycloaddition of Aldehydes and Allylsilanes. Formal Total Synthesis of the Muscarine Alkaloids (-)-Allomuscarine and (+)-Epimuscarine" *Journal of the American Chemical Society* **2002**, 124, 3608-3613.
47. S. R. Angle, S. Z. Shaw "Stereoselective Synthesis of 3-Hydroxy-2-Sulfonyltetrahydrofurans from β -(Triethylsilyloxy)aldehydes and *p*-Tolylsulfonyldiazomethane" *Tetrahedron* **2001**, 57, 5227-5232.
46. S. R. Angle, K. Chann "Stereoselective Synthesis of Tetrahydrofurans: Reactions of Protected β -Hydroxy Ketones and Benzyl Diazoacetate" *Tetrahedron Letters* **2001**, 42, 1819-1822.
45. S. R. Angle, S. L. White "Stereoselective Synthesis of 4-Aryl-2-(benzyloxy)carbonyl-3-hydroxy Tetrahydrofurans from Aryl Epoxides" *Tetrahedron Letters* **2000**, 41, 8059-8062.
44. S. R. Angle, M. L. Neitzel "A Simple Method for the Synthesis of Substituted Benzylic Ketones: Homologation of Aldehydes via the in Situ Generation of Aryldiazomethanes from Aromatic Aldehydes" *Journal of Organic Chemistry* **2000**, 65, 6458-6461.
43. S. R. Angle, M. L. Neitzel "Stereoselective Synthesis of 3-Hydroxy-2-Aryltetrahydrofurans from β -Triethylsilyloxyaldehydes and Aryl Diazomethanes" *Journal of Organic Chemistry* **1999**, 64, 8754-8757.
42. S. R. Angle, N. A. El-Said "Stereoselective Synthesis of Tetrahydropyrans via a Formal [4+2]-Cycloaddition of Allylsilanes" *Journal of the American Chemical Society*, **1999**, 121, 10211-10212.
41. S. R. Angle, D. S. Bernier, K. Chann, D. E. Jones, M. Kim, M. Neitzel, S. L. White "Stereoselective Synthesis of 2,3,4-Trisubstituted Tetrahydrofurans" *Tetrahedron Letters* **1998**, 38, 8195-8198.
40. S. R. Angle, R. M. Henry "Studies Toward the Synthesis of (+)-Palustrine: The First Asymmetric Synthesis of (-)-Methyl Palustramic Acid" *Journal of Organic Chemistry*, **1998**, 63, 7490-7497.
39. S. R. Angle, D. S. Bernier, N. A. El-Said, D. E. Jones, S. Z. Shaw "Synthesis of Tetrahydrofurans from β -Hydroxyaldehydes: Optimization of the Alcohol Protecting Group" *Tetrahedron Letters* **1998**, 38, 3919-3922.
38. S. R. Angle, T. Wada "An Approach to the Narciclasine Alkaloids via a Quinone Methide Initiated Cyclization Reaction" *Tetrahedron Letters* **1997**, 38, 7955-7958.

37. S. R. Angle, R. M. Henry "The Synthesis of Enantiopure Indolizidine Alkaloids from α -Amino Acids: Total Synthesis of (-)-Indolizidine 167B" *Journal of Organic Chemistry* **1997**, 62, 8549-8552.
36. S. R. Angle, J. D. Rainier, C. Woytowicz "Synthesis and Chemistry of Quinone Methide Models for the Anthracycline Antitumor Antibiotics" *Journal of Organic Chemistry* **1997**, 62, 5884-5892.
35. S. R. Angle, J. P. Boyce "A Formal Total Synthesis of (\pm)- γ -Lycorane" *Tetrahedron Letters* **1995**, 36, 6185-6188.
34. S. R. Angle, G. P. Wei, Y. K. Ko, K. Kubo "Stereoselective Synthesis of Tetrahydrofurans via the Lewis Acid Promoted Reaction of β -Benzyloxy Aldehydes and Ethyl Diazoacetate" *Journal of the American Chemical Society* **1995**, 117, 8041-8042.
33. S. R. Angle, D. O. Arnaiz, R. P. Frutos, M. S. Louie, H. L. Mattson-Arnaiz, J. D. Rainier, K. D. Turnbull, W. Yang "Carbon—Carbon Bond Formation *via* Quinone Methide Initiated Cyclization Reactions" *Journal of Organic Chemistry* **1994**, 59, 6322-6337.
32. S. R. Angle, J. P. Boyce "Formal [3+3]- and [3+2]-Cycloadditions of Allylsilanes with Benzylic Cations." *Tetrahedron Letters* **1994**, 35, 6461-6464.
31. S. R. Angle, M. A. Hossain "Mechanism of *para*-Quinone Methide Initiated Cyclization Reactions Terminated by Alkenes: 1,2- vs 1,3-Hydrogen Migration." *Tetrahedron Letters* **1994**, 35, 4519-4522.
30. S. R. Angle, J. G. Breitenbucher "Recent Progress in the Synthesis of Piperidine and Indolizidine Alkaloids" in *Studies in Natural Products Chemistry; Stereoselective Synthesis (Part J)*, A.-U.-Rahman Ed., Elsevier Science Publishers, Amsterdam; 1995; p 453-502.
29. S. R. Angle, R. P. Frutos "Stereoselective Synthesis of 1-Aryl-4a-Methyloctahydrophenanthrenes" *Journal of Organic Chemistry* **1993**, 58, 7918-7922.
28. S. R. Angle, H. L. Mattson-Arnaiz "Carbon—Carbon Bond Formation *via* Benzylic Cation Initiated Cyclization Reactions" in *Advances in Carbocation Chemistry, Volume 2*, (1995), J. Coxon Ed., JAI Press, Inc., Greenwich, Connecticut; pp 1-40.
27. S. R. Angle, K. D. Turnbull "Synthesis of Neolignans via a Proposed Biosynthetic Intermediate. Total Synthesis of (\pm)-Futoenone" *Journal of Organic Chemistry* **1993**, 58, 5360-5369.
26. S. R. Angle, R. P. Frutos "Intramolecular Formal [3+2] Cycloaddition of Alkenes and Benzylic Cations. Stereoselective Synthesis of 1,2,3,4,4a,9a-Hexahydrofluorenes" *Journal of Organic Chemistry* **1993**, 58, 5135-5144.
25. S. R. Angle, M. S. Louie "Quinone Methide Initiated Cyclization Reactions: Studies Toward the Synthesis of (+)-Pancratistatin" *Tetrahedron Letters* **1993**, 34, 4751-4754.

24. S. R. Angle, J. G. Breitenbucher "A General Route for the Synthesis of Enantiopure Indolizidine Alkaloids from β -Amino Acids. Total Synthesis of (+)-Monomorphine" *Tetrahedron Letters* **1993**, 34, 3985-3988.
23. S. R. Angle, J. M. Fevig, S. D. Knight, R. W. Marquis, Jr., L. E. Overman "The Aza-Cope-Mannich Approach to *Strychnos* Alkaloids. Short Stereocontrolled Syntheses of (\pm)-Dehydrotubifoline and (\pm)-Akuammicine" *Journal of the American Chemical Society* **1993**, 115, 3966-3976.
22. S. R. Angle, R. P. Frutos "Cyclization Reactions Terminated by Enamides and Encarbamates" *Journal of the Chemical Society, Chemical Communications* **1993**, 171-172.
21. S. R. Angle, W. Yang "pH Dependent Stability and Reactivity of a Thiol-Quinone Methide Adduct" *Tetrahedron Letters* **1992**, 33, 6089-6092.
20. S. R. Angle, J. D. Rainier "Reductive Cyclization of Quinone Methides" *Journal of Organic Chemistry* **1992**, 57, 6883-6890.
19. S. R. Angle, D. O. Arnaiz "Formal [3+2]-Cycloaddition of Benzylic Cations and Alkenes" *Journal of Organic Chemistry* **1992**, 57, 5937-5947.
18. S. R. Angle, H. L. Mattson-Arnaiz "A Facile 1,3-Hydride Transfer in a Cycloheptyl Cation" *Journal of the American Chemical Society* **1992**, 114, 9782-9786.
17. S. R. Angle, J. G. Breitenbucher, D O. Arnaiz "An Efficient Stereoselective Synthesis of $\Delta^{4,5}$ -Pipelicolic Esters" *Journal of Organic Chemistry* **1992**, 57, 5947-5955.
16. S. R. Angle, W. Yang "Nucleophilic Addition of 2'-Deoxynucleosides to the *ortho*-Quinone Methides 10-(Acetyloxy)- and 10-Methoxy-3,4-Dihydro-9(2*H*)-Anthracenone" *Journal of Organic Chemistry* **1992**, 57, 1092-1097.
15. S. R. Angle, D. O. Arnaiz "Synthesis of 1,2-Dihydronaphthalenes and Spiro[4.5]Deca-3,6,9-Trienones from Benzylic Alcohols" *Tetrahedron Letters* **1991**, 32, 2327-2330.
14. S. R. Angle, M. S. Louie "A Systematic Study of Benzyl Cation Initiated Cyclization Reactions" *Journal of Organic Chemistry* **1991**, 56, 2853-2866.
13. S. R. Angle, D. O. Arnaiz "Synthesis of Dihydro-1*H*-Indenes via a Formal 3+2 Cycloaddition of *para*-Quinone Methides and Styrenes" *Journal of Organic Chemistry* **1990**, 55, 3708-3710.
12. S. R. Angle, K. D. Turnbull "Chemistry of a Quinone Methide Proposed to be an Intermediate in neo-Lignan Biosynthesis" *Journal of the American Chemical Society* **1990**, 112, 3698-3700.
11. S. R. Angle, W. Yang "Synthesis and Chemistry of a Quinone Methide Model for Anthracycline Antitumor Antibiotics" *Journal of the American Chemical Society* **1990**, 112, 4524-4528.

10. S. R. Angle, M. S. Louie "Cationic Cyclization Reactions Initiated by Stabilized Benzyl Cations" *Tetrahedron Letters* **1989**, 30, 5741-5744.
9. S. R. Angle, M. S. Louie, H. L. Mattson, W. Yang "*para*-Quinone Methide Initiated Intra-Molecular Electrophilic Substitution Reactions" *Tetrahedron Letters* **1989**, 30, 1193-1196.
8. S. R. Angle, D. O. Arnaiz "Stereoselective Synthesis of Substituted Pipecolic Acids" *Tetrahedron Letters* **1989**, 30, 515-518.
7. S. R. Angle, K. D. Turnbull "*para*-Quinone Methide Initiated Cyclization Reactions" *Journal of the American Chemical Society* **1989**, 111, 1136-1138.
6. B. M. Trost, J. K. Lynch, S. R. Angle "Asymmetric *cis*-Hydroxylation via Epoxidation-Carbonylation: A Formal Synthesis of (+)-Citereoviral" *Tetrahedron Letters* **1987**, 28, 375-378.
5. R. V. Stevens, S. R. Angle, K. Kloc, K. F. Mac, K. N. Trueblood, Y. Liu "Quassinoids. 2. A New Approach to the BCD Ring System" *Journal of Organic Chemistry* **1986**, 51, 4347-4353.
4. B. M. Trost, J. M. Balkovec, S. R. Angle "Synthesis of 4-Methylene-1-Cyclopentenes" *Tetrahedron Letters* **1986**, 27, 1445-1448.
3. B. M. Trost, S. R. Angle "Pd Mediated Cleavage of Allyl Epoxides with Retention of Stereochemistry: A *cis*-Hydroxylation Equivalent" *Journal of the American Chemical Society* **1985**, 107, 6123-6125.
2. L. E. Overman, S. R. Angle "Synthesis Applications of Cationic Aza-Cope Rearrangements. Stereocontrolled Synthesis of Hexahydro[2,3-d]-Carbazoles" *Journal of Organic Chemistry* **1985**, 50, 4021-4028.
1. L. E. Overman, S. Tsuobi, S. R. Angle "4-Methylene-4,5-Dihydrooxazoles: Isolation, Properties, and Use for the Preparation of Substituted Oxazoles" *Journal of Organic Chemistry* **1979**, 44, 2323-2325.

Research Grants (Steven R. Angle, Principal Investigator)

American Chemical Society - The Petroleum Research Fund (18936-G1). September 1987 to August 1989; "*Stereoselective Synthesis of Optically Active Tetrahydropyridines from Readily Available α -Amino Acids*" Total award (direct costs) for two years: \$18,000.

Cancer Research Coordinating Committee of the University of California. July 1988 to June 1989; "*DNA - Adriamycin Interactions: A Model Study*" Total award (direct costs): \$24,000.

National Institutes of Health; Institute of General Medicine (GM 39354, 01 to 03). July 1988 to June 1991; "*Synthesis and Chemistry of Quinone and Semiquinone Methides*" Total award approved for three years (direct costs): \$221,196.

Elsa U. Pardee Foundation August 1989 to July 1991; "*Total Synthesis of the Anticancer Compound Pancratistin*" Total award approved for two years: \$71,530; direct costs: \$57,224.

National Institutes of Health Biomedical Research Support Grant Small Instrumentation Program 1989-90 Purchase of Electrochemical equipment.

Total award: \$12,098.

Cancer Research Coordinating Committee of the University of California. July 1989 to June 1990; "*Synthesis of Podophyllotoxin*"

Total award (direct costs): \$25,000.

National Institutes of Health; Institute of General Medicine (GM 39354, 04 to 06). August 1991 to July 1994; "*Synthesis and Chemistry of Quinone and Semiquinone Methides*"

Direct costs approved (includes a supplement for a minority graduate research assistant):

Total direct costs: \$384,293.

American Chemical Society - The Petroleum Research Fund (PRF 25740 AC1). September 1992 to August 1994; "*Enantioselective Synthesis of Pipecolic Acids*" Total award (direct costs) for two years: \$40,000.

American Chemical Society - The Petroleum Research Fund (PRF 25740 AC1-SF93). Supplement for visiting faculty from La Sierra University, Dr. Roy Kryger. May 1993 to August 1993; "*Enantioselective Synthesis of Pipecolic Acids*" Total award (direct costs): \$5,000.

A. P. Sloan Foundation Fellowship Grant September 1993 to August 1997; no specific project; Total award (direct costs) for two years: \$30,000.

National Science Foundation (CHE-9528266). 1 January 1996 to 31 December 1999; "*1,1-Carbon Dipole Based Annulation Methodology*" Total award (direct costs): \$319,000.

Showa Denko KK; September 1994 to September 1996; no specific project (donated to support the research of Mr. Tetsuo Wada, a Showa Denko employee on leave in the Angle Laboratory); Total award for two years: \$40,000 plus salary and benefits for Mr. Wada.

Takeda Pharmaceuticals, Japan; September 1994 to September 1995; The salary and benefits of Dr. Keji Kubo was paid to allow him to work for one year in the Angle Laboratory. No specific Project.

Selected Research Presentations; 1983-present, 142 total

S. R. Angle "*Development and Application of New Synthesis Methodology*" Invited Seminar, Gilead Sciences Inc., Foster City, California; November 15, 2004.

S. R. Angle "*Development and Application of New Synthesis Methodology*" Invited Seminar, Department of Chemistry, University of Florida, Gainesville, Florida; February 21, 2001.

S. R. Angle "*Development of New Methods for Heterocycle Synthesis*" Invited Talk, Gordon Research Conference on Heterocyclic Chemistry, Newport, Rhode Island, June 1999.

S. R. Angle "*Development and Application of New Synthesis Methodology*" Invited Seminar, Amgen, Inc., Thousand Oaks, California; October 16, 1996.

S. R. Angle "*Recent Developments in Stereoselective Synthesis*" Invited talk at the symposium for the ACS Award for Creative Work in Synthetic Organic Chemistry, 209th ACS National Meeting, Anaheim, California; April 2-6, 1995; Abstract ORGN 171.

S. R. Angle "*Quinone Methide Chemistry*" Invited Talk, Gordon Research Conference on Reactions and Processes, New Hampton, New Hampshire; July 16-22, 1994.

S. R. Angle "*Quinone Methides: Synthesis, Chemistry and Biological Activity*" Invited seminar, Pfizer Pharmaceuticals, Canteberry, Kent, UK; June 11, 1992.

S. R. Angle "*Quinone Methides: Synthesis, Chemistry and Biological Activity*" Invited seminar, The UpJohn Company; Kalamazoo, Michigan; October 22, 1990.

Instruction and Teaching

- Formal Classroom Teaching. Undergraduate organic chemistry (UCR Chemistry 112ABC), organic chemistry graduate organic courses (UCR Chemistry 211ABC), special topic graduate courses (UCR Chemistry 215A/B, 241), Careers in Chemistry (UCR Chemistry 191). Freshman Seminars at UCR and WSU.
- Major Professor to 21 Ph.D. students 1986-2007.
- Advisor and mentor to 9 postdoctoral scholars 1992-2007.
- Mentor to 25 undergraduate students who carried out research in the Angle Laboratory 1986-2007.