AGENDA

I. Call to Order

II. Roll Call

III. Minutes of the Last Meeting

IV. President’s Report

V. President’s Recommendation for Appointment and Compensation of the Chancellor of The University of Tennessee, Knoxville/Grant of Tenure in a Faculty Appointment

VI. President’s Recommendation for Appointment and Compensation of the Chancellor of the Institute of Agriculture

VII. President’s Recommendation for Appointment and Compensation of the General Counsel Pursuant to a Reorganization

VIII. Adjournment
THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

ACTION ITEM

DATE: December 15, 2016

ITEM: Minutes of the Last Meeting

PRESENTED BY: Catherine S. Mizell, Secretary

Minutes of the October 14, 2016 meeting of the Board of Trustees follow this memorandum.

MOTION: I move approval of the following Resolution:

RESOLVED: The reading of the minutes of the October 14, 2016 meeting of the Board of Trustees is omitted, and the minutes are approved as presented in the meeting materials, provided that the Secretary is authorized to make any necessary edits to correct spelling errors, grammatical errors, format errors, or other technical errors subsequently identified.
BOARD OF TRUSTEES

MINUTES OF THE FALL MEETING
October 14, 2016
Knoxville, Tennessee

The Fall Meeting of The University of Tennessee Board of Trustees was held at 1:00 p.m. EDT, on Friday, October 14, 2016, on the campus of the Institute of Agriculture in Knoxville, Tennessee.

I. CALL TO ORDER AND INVOCATION

Raja J. Jubran, Vice Chair of the Board, called the meeting to order. Tim Kobler, President of the Campus Ministry Council, offered the invocation.

II. ROLL CALL

Secretary Catherine S. Mizell called the roll, and the following members were present:

   Governor William E. Haslam, Chair
   Raja J. Jubran, Vice Chair
   Charles A. Anderson
   Shannon A. Brown
   George E. Cates
   Susan C. Davidson
   Joseph A. DiPietro
   Spruell Driver, Jr.
   William Evans
   John N. Foy
   D. Crawford Gallimore
   Mike Krause
   Brad A. Lampley
   Sharon Miller Pryse
   Jefferson S. Rogers
   Rhedona Rose
   Miranda N. Rutan
   Rachel M. Smith
   Jai Templeton
   John D. Tickle
   Julia T. Wells
   Charles E. Wharton
   Tommy G. Whittaker
The Secretary announced the presence of a quorum. Commissioner McQueen and Trustee Gregg were unable to attend the meeting. Members of the administrative staff and media representatives were present. The meeting was also webcast for the convenience of the University community, the general public, and the media.

III. OPENING REMARKS

At the Governor’s request, Vice Chair Jubran chaired the meeting. On behalf of the Board, he thanked the Governor for his outstanding support for the University and yielded the floor to Governor Haslam for remarks.

Governor Haslam provided a brief update on higher education in Tennessee. He said the state’s economy is providing a good “tailwind” for education needs, noting that in last year’s budget, higher education received increased funding for operations and capital projects, and he hopes that will be repeated in the coming year. With what is both a luxury and challenge of a surplus, the state must make thoughtful and strategic investments for the long term. One of those investments is education, both k-12 and higher education. Drive to 55 by 2025 and Tennessee Promise are making significant headway. Tennessee Promise has increased community college attendance by 20-25%. The fall-to-fall retention rate of the first-year Tennessee Promise students was about 81%, a very promising statistic for UT and other universities in Tennessee, as many of those students will continue their education after two years. He congratulated UTK for the largest freshmen enrollment class in its history.

Commenting on the students who joined the Trustees for lunch earlier in the day, he noted that the Trustees witnessed firsthand the mission of higher education. Students from across the state were present, all with a different educational focus taking advantage of this incredible asset. Our need as a state has shifted, he said, from bringing companies to Tennessee to making certain we have a well-prepared workforce both in quantity and quality, and higher education is critical to the state’s continuing progress. The Governor closed by thanking the Trustees for their good work in helping to create the forward progress we have today.

IV. INTRODUCTION OF NEW TRUSTEES

Vice Chair Jubran introduced newly appointed Non-voting Student Trustee Rachel Smith and presented her with a Trustee lapel pin. He also introduced the Executive Director of the Tennessee Higher Education Commission, Mike Krause, attending his first meeting as an ex officio Trustee, and presented him with a Trustee lapel pin.

Before beginning the Regular Agenda, Vice Chair Jubran asked if any Trustee wanted to move an item from the Consent Agenda to the Regular Agenda. Hearing no request, the Vice Chair proceeded to the Regular Agenda.
V. RESOLUTION HONORING FORMER TRUSTEES

Chancellor Cheek presented a Resolution honoring Jalen Blue (Exhibit 1) for his service as a student Trustee. After Dr. Cheek recited the Resolution, Trustee Driver moved its adoption. The motion was seconded by Trustee Pryse, and the Resolution was adopted unanimously. In thanking the Trustees for the Resolution, Mr. Blue said he was very honored to represent the University’s 50,000 students and to have had the opportunity to work with Trustees, administrators, faculty, staff, and students to take on the challenging issues facing the University. He mentioned his advocacy for diversity and inclusion and the importance of continuing to educate students on the great value that comes from different perspectives. He recognized the UT Diversity Matters Coalition, saying it was an inspiration to him to keep fighting for what he knew was right. He expressed his hope for continued future progress in diversity and inclusion for the University. He closed his remarks by thanking his family and friends, Dr. Cheek, Dr. DiPietro, Governor Haslam, Dr. Golden, Dr. Shivers, and the Trustees for their guidance and for the opportunity to serve as a valued member of the Board. Vice Chair Jubran thanked Mr. Blue for being a great team member on the Board.

President DiPietro presented a Resolution (Exhibit 2) honoring former Commissioner of Agriculture, Julius Johnson, for his long service as a voting ex officio Trustee. After reciting the Resolution, Dr. DiPietro moved its adoption, Trustee Rose seconded the motion, and the Resolution was adopted unanimously. Commissioner Johnson thanked Governor Haslam for appointing him as Commissioner, which allowed him to serve on this distinguished Board. He thanked the Board for their great friendship through the years. He said his service on the Board included a period of time without stability in leadership, making progress difficult. He encouraged the University to cultivate its employees to move upward into leadership roles. He said he believes the Commissioner of Agriculture serves on the Board to represent rural Tennessee in UT’s land grant mission and expressed his hope that rural economic development continues to be a very important role for this University.

Governor Haslam noted that his first appointment upon assuming office was the appointment of Julius Johnson as Commissioner of Agriculture. He said Commissioner Johnson has great insight and great appreciation for and commitment to the entire state. The Governor praised him for advocating throughout his career to keep rural communities competitive in agriculture. He thanked him for his service to the University and the state.

Trustee Driver presented a Resolution (Exhibit 3) honoring James L. Murphy, III for his service as a Trustee. After reciting the Resolution, Trustee Driver moved its adoption, Trustee Lampley seconded the motion, and the Resolution was adopted unanimously. Mr. Murphy thanked the Trustees for the personal notes he has received since his decision to resign from the Board. He said his 13 years of service as a Trustee is one of the most rewarding opportunities of his life. He thanked his wife Marie for her support; Governor Bredesen for his initial appointment; Governor Haslam for his reappointment; his law partners for allowing him to devote the time he needed to devote to the University; all Trustees with whom he served with over the years, particularly...
Andrea Loughry, Don Stansberry and Jim Haslam, Trustees with whom he spent a lot of time working on some difficult issues and establishing foundations to move the University forward. He also thanked Dr. Jan Simek for his valuable work during a very difficult time for the University. He thanked Dr. DiPietro for his great leadership in setting the University on a course to where it needs to be while re-inventing its financial model, and Catherine Mizell for all of her excellent assistance. In closing, he expressed his sincere appreciation to his colleagues on the Board.

Governor Haslam noted that the Resolution refers to “selflessly” assuming the role of Vice Chair in 2015 and said “selfless” very accurately describes Jim Murphy. He added that in difficult times, great leaders do not inflict pain but rather bear pain, and Jim Murphy has done that over several years. He commented on the consistency, stability, and wisdom Jim gave the University, noting in particular his special ability to stand in the middle and bridge the gap between divergent constituent’s on numerous occasions through difficult times. Vice Chair Jubran added that the Trustees will greatly miss the guiding light Jim has been for the Board.

VI. PRESIDENT’S REPORT

Dr. DiPietro thanked the Governor for his strong support of higher education. His report (Exhibit 4) included discussion of the University’s commitment to expanding diversity and inclusion and to narrowing the projected funding gap. The report also updated the Trustees on capital projects, the upcoming first meeting of the independent Title IX Commission, and progress with the System Administration reorganization, searches and appointments.

VII. UT KNOXVILLE NAMING

Chancellor Cheek announced a transformational gift by John D. Tickle for the UT Knoxville College of Engineering (Exhibit 5). The gift will be used to advance College of Engineering priorities and help fuel the University’s goal of becoming a Top-25 public research university.

Chancellor Cheek said John Tickle, an alumnus and Trustee, is one of UTK’s most loyal supporters, noting that John gave his first gift to UTK one year after completing his degree in Industrial Engineering, long before his great success in business. He added that Mr. Tickle and his wife Ann have supported programs and facilities throughout the University, including the state-of-the-art John D. Tickle Engineering Building, the John and Ann Tickle Small Animal Hospital, and the John and Ann Tickle Athletic Development Suite. John has also been a key donor for the planned new engineering building that will house nuclear engineering and freshman engineering programs. He and his family are invested in the College of Engineering and supportive of its extremely high goals and desire to be better each year than the year before.

In recognition of this transformational gift and John Tickle’s selfless service and exemplary leadership on behalf of the University, Chancellor Cheek stated that it was his pleasure and honor to recommend to President DiPietro that the UT Knoxville College of Engineering be named the...
“John D. Tickle College of Engineering”. The naming is consistent with Board policy and guidelines on the naming of a college. President DiPietro strongly concurs in the recommendation and requests the Board’s approval.

Trustee Pryse moved adoption of the following Resolution:

RESOLVED: The College of Engineering at The University of Tennessee, Knoxville is hereby named the “John D. Tickle College of Engineering” in recognition of a transformational gift by John D. Tickle and in recognition of his selfless service and exemplary leadership on behalf of the University.

Trustee Lampley seconded the motion, and the Resolution was adopted, with Trustee Tickle abstaining from the vote. Vice Chair Jubran expressed appreciation on behalf of the Board to John and Ann Tickle and the entire Tickle family. The Trustees and audience gave the Tickle family a standing ovation.

Addressing the Board, Trustee Tickle expressed his deep honor and said that he would try to live up to the billing. He said his goal is for the University to be known for the quality of the education it provides, saying he and his wife believe education is what fuels success, not just of individuals, but also of the University and the state. He thanked Governor Haslam, the Vice Chair, and all the Trustees for their dedication, hard work, and wisdom. He thanked Dean Wayne Davis for his leadership at the College of Engineering and President DiPietro for his excellent service to the University. And lastly, he thanked his family for their support. His wife, Ann Tickle, and son and grandson, John D. (Spike) Tickle, II and Jack Tickle, were present.

VIII. BYLAW AMENDMENT ON COMPOSITION OF THE ATHLETICS COMMITTEE

Vice Chair Jubran stated that on June 23, 2016, the Board of Trustees adopted Amended and Restated Bylaws, including a Bylaw concerning composition of the Athletics Committee. The Bylaw established certain standing committee chairs as members of the committee and authorized the Vice Chair to appoint one Trustee as an at-large member.

To provide greater flexibility in committee appointments, the Vice Chair recommended that the Bylaw be amended to allow appointment of up to three Trustees as at-large members (Exhibit 6).

Trustee Pryse moved that the Board of Trustees adopt the following Resolution amending Article III, Section 2(b)(3) of the Bylaws:

RESOLVED: Article III, Section 2(b)(3) of the Bylaws is amended to read as follows:

The Athletics Committee shall be composed of the following Trustees: Vice Chair of the Board; Chair of the Academic Affairs and Student Success Committee; Chair of the Audit and Compliance Committee; Chair of the Finance and Administration;
and Chair of the Trusteeship Committee, all of whom shall serve as ex officio voting members. From time to time, the Vice Chair of the Board may recommend to the Board of Trustees that up to three additional Trustees with knowledge and experience that would be particularly beneficial to the Athletics Committee be appointed as at-large voting members. The President of the University shall serve as an ex officio non-voting member but shall not be counted for quorum purposes.

The motion was duly seconded, a roll call vote was taken, and the Resolution was adopted (Exhibit 7).

IX. RECOMMENDATIONS OF THE EXECUTIVE & COMPENSATION COMMITTEE

Vice Chair Jubran said almost all Trustees were present when the Executive and Compensation Committee met earlier in the day. He asked if any Trustee had any questions or comments about the items recommended by the Committee. Hearing none, he proceeded to present the following recommendations of the Executive and Compensation Committee.

A. Policy on Settlement of Claims and Litigation

At its meeting on October 14, 2016, the Executive and Compensation Committee recommended adoption of the following Resolution by the Board of Trustees (Exhibit 8):

RESOLVED: The President’s recommendation for a limited duration appointment and compensation of Dr. Tonjanita Johnson as Executive Vice President and Chief Operating Officer is approved.

The Vice Chair called for a voice vote, and the Resolution was adopted.

B. Performance Goals under the FY 2016-17 Performance Incentive Payment Plan for University Officers

At its meeting on October 14, 2016, the Executive and Compensation Committee recommended adoption of the following Resolution by the Board of Trustees (Exhibit 9):

RESOLVED:

1. The proposed FY 2016-17 Performance Goals are approved, subject to the requirement that the base-year data used to establish the goals shall be audited by the University’s Office of Audit and Compliance, and any revisions to the base-year data or goals resulting from the audit shall be submitted to the Executive and Compensation Committee for approval; and

2. The Executive and Compensation Committee is authorized to act on behalf of
the Board to approve revisions to the base-year data or goals resulting from the audit or as otherwise deemed necessary in the judgment of the Committee, provided that any revisions shall be presented to the Board for ratification at the next regular meeting following the Committee’s approval.

The Vice Chair called for a voice vote, and the Resolution was adopted by voice vote.

C. President’s Recommendation for Limited Duration Appointment and Compensation of an Executive Vice President and Chief Operating Officer

At its meeting on October 14, 2016, the Executive and Compensation Committee recommended adoption of the following Resolution by the Board of Trustees (Exhibit 10):

RESOLVED: The President’s recommendation for a limited duration appointment and compensation of Dr. Tonjanita Johnson as Executive Vice President and Chief Operating Officer is approved.

The Vice Chair called for a voice vote, and the Resolution was adopted.

D. President’s Recommendation for Appointment and Compensation of the UT Martin Chancellor

At its meeting on October 14, 2016, the Executive and Compensation Committee recommended adoption of the following Resolution by the Board of Trustees (Exhibit 11):

RESOLVED: The President’s recommendation for appointment and compensation of Dr. Keith Carver as Chancellor of The University of Tennessee at Martin is approved.

The Vice Chair called for a voice vote, and the Resolution was adopted.

E. President’s Recommendation for Appointment and Compensation of the Chief Financial Officer

At its meeting on October 14, 2016, the Executive and Compensation Committee recommended adoption of the following Resolution by the Board of Trustees (Exhibit 12):

RESOLVED: The President’s recommendation for appointment and compensation of David L. Miller as Chief Financial Officer is approved.

The Vice Chair called for a voice vote, and the Resolution was adopted.
X. RECOMMENDATIONS OF THE FINANCE AND ADMINISTRATION COMMITTEE

Vice Chair Jubran recognized Committee Chair Anderson, who reported the recommendations of the Finance and Administration Committee on three action items.

A. FY 2017-18 Capital Outlay and Capital Maintenance Projects

Committee Chair Anderson reported that in accordance with the Tennessee Higher Education Commission and State Department of Finance and Administration guidelines, the University administration has developed the Capital Outlay and Capital Maintenance Funding Requests for FY 2017-18 and subsequent years.

The five-year schedule for Capital Outlay reflects $757,850,000 in recommended state funded Capital Outlay Projects which is net of the requisite institutional funding match (25% for UTK, UTC, UTM and 10% for all others). The five-year schedule for Capital Maintenance reflects $404,200,000 in recommended Capital Maintenance Projects. The administration seeks approval of these requests and authorization to enter into contracts for design and construction within available funds.

Chair Anderson reported that at its meeting on October 14, 2016, the Finance and Administration Committee recommended adoption of the following Resolution by the Board of Trustees (Exhibit 13):

RESOLVED: The Capital Outlay and Capital Maintenance Funding Requests for FY 2017-18 and subsequent years are approved, with authorization to enter into contracts for design and construction for these projects within available funds.

The Vice Chair called for a roll-call vote, and the Resolution was adopted (Exhibit 14).

B. FY 2017-18 Revenue/Institutionally Funded Projects

Committee Chair Anderson reported that the administration has developed the revenue/institutionally funded projects listed in the meeting materials for inclusion in the FY 2017-18 State of Tennessee Budget Document. Identified projects total $162,070,000. Although, no state funds are requested, legislative approval of the projects is required. The administration seeks Board approval of these projects prior to submitting them to the Tennessee Higher Education Commission to begin the legislative approval process. The administration also seeks authorization to enter into contracts for design and construction for these projects within available funds. In addition, the administration seeks authorization to enter into contracts for design and construction associated with revenue/institutionally funded projects subsequently identified during the fiscal year. Any subsequently identified projects will be approved by the President and reported to the Board of Trustees at its next regularly scheduled meeting.
Committee Chair Anderson reported that at its meeting on October 14, 2016, the Finance and Administration Committee recommended adoption of the following Resolution by the Board of Trustees (Exhibit 15):

RESOLVED: The Revenue/Institutionally Funded Projects for FY 2017-18 are approved, with authorization to enter into contracts for design and construction of these projects, within available funds, and, with the approval of the President, for design and construction of other revenue/institutionally funded projects identified during the fiscal year within available funds.

The Vice Chair called for a roll-call vote, and the Resolution was adopted (Exhibit 16).

XI. REPORT OF THE ADVANCEMENT AND PUBLIC AFFAIRS COMMITTEE

Committee Chair Pryse reported the Advancement and Public Affairs Committee heard from three speakers who had pre-registered to address the Board pursuant to the Standing Rule Governing Requests to Address the Board of Trustees. The first speaker, a graduate student and employee at UTK, urged the Board to consider changing the way salary increases are allocated and also addressed a concern regarding appeal of the performance review process. The second and third speakers, both employees of the University, asked the Board to reject outsourcing of facilities services.

XII. REPORT OF THE AUDIT AND COMPLIANCE COMMITTEE

Committee Chair Gallimore reported that at the August 30 meeting, the Audit and Compliance Committee reviewed the University’s development of a succession planning model. The goal of the project is to build a pool of candidates for critical jobs, with assessment of readiness and planned development for potential successors, based on key competencies needed in each job. Progress has been made and will continue through next summer. The team involved in the development is interviewing senior leaders in UT System Administration and will identify critical positions and key competencies in 2017.

The committee also reviewed the structure of UT’s institutional compliance program and learned more about the system-wide program to identify risks and work with subject matter compliance experts at each campus and institute. The mission of this program is to promote an ethical culture, identify compliance risks faced by the University community, and collaborate with the University community to mitigate compliance risks.

The Audit and Compliance Committee continues to provide oversight of the work conducted to improve the IT security posture of the University. At the August meeting, updates were reported from the chief information officers at UT Knoxville, the Health Science Center, and UT Chattanooga on efforts to mature information technology security at their campuses.
December, the Committee will hear updates from the chief information officers at UT Martin, the Institute for Public Service, the Institute of Agriculture, and UT System Administration.

The Office of Audit and Compliance includes both the internal audit and institutional compliance functions for the UT system and has auditors located in Knoxville, Memphis, and Chattanooga. A search is underway to hire an auditor to be located on the Martin campus. Although all team members are UT System staff and report centrally through the chief audit executive to the Committee, having a presence on each campus allows the auditors to provide better service to the campus.

As required by state statute, work is underway to audit the President’s and Chancellors’ offices. This year, the audit team is reviewing the offices of the President, Chancellor Cheek, and Chancellor Arrington (who is now retired). The results of those reviews will be forwarded to the Board in December.

Finally, in December, the Committee will review the processes at UT Knoxville to protect minors on campus.

XIII. CONSENT AGENDA

The Vice Chair directed the Trustees’ attention to the Consent Agenda. He called again for any requests to remove items from the Consent Agenda. Hearing no requests, the Vice Chair called for a motion to approve the Consent Agenda, consisting of the following items:

A. Minutes of the Last Meeting (Exhibit 17)
B. Ratification of Vice Chair’s Appointment of New Committee and Subcommittee Chairs and Members (Exhibit 18)
C. Fall 2017 Meeting Date (Exhibit 19)
D. University Life Committee Charter (Exhibit 20)
E. Annual Report to the General Assembly (Exhibit 21)
F. Naming the Proposed Engineering and Science Building at UT Martin (Exhibit 22)
G. Grant of Tenure to UTHSC Faculty Member under Expedited Procedures (UTK) (Exhibit 23)
H. Grant of Tenure to UTIA Faculty Members under Expedited Procedures (UTK) (Exhibit 24)
I. Grant of Tenure to UTK Faculty Members under Expedited Procedures (Exhibit 25)
J. UTK and UTIA Honorary Doctoral Degrees (Exhibit 26)

K. Revision of Post-Tenure Performance Review Provisions in the Board Tenure Policy (Exhibit 27)

L. FY 2016 Annual Fight Operations Report (Exhibit 28)

M. KUB Easement for UTK West Campus Housing Redevelopment (Exhibit 29)

N. Acquisition by Gift of 1215 Wisdom Street for Institutional Use and Amendment of UTC Campus Master Plan to Include Property (Exhibit 30)

O. FY2017-18 Operating Budget Appropriations Request for Non-Formula Units (Exhibit 31)

Trustee Wharton moved approval of the Consent Agenda, Trustee Driver seconded, and the motion carried.

XIV. FUTURE BOARD AND COMMITTEE MEETING DATES

Vice Chair Jubran announced that the 2016-17 Scheduled Meetings and Workshop were included in the meeting materials and can be found on the Board website.

Vice Chair Jubran thanked Chancellor Cheek and his staff for hosting the Trustees for the meeting, the luncheons, and the reception at the Joint Institute for Advanced Materials.

XV. OTHER BUSINESS

There was no further business to come before the Board.

XVI. ADJOURNMENT

The meeting was adjourned.

Respectfully Submitted,

______________________________
Catherine S. Mizell, Secretary
President DiPietro recommends the appointment of Dr. Beverly J. Davenport as Chancellor of The University of Tennessee, Knoxville, effective February 15, 2017, with the initial compensation outlined in the following offer letter and summarized below:

- Base salary: $48,750.00 per month ($585,000.00 annualized);
- Non-accountable expense allowance: $1,666.67 per month ($20,000.00 annualized);
- Housing allowance: $5,000.00 per month for one year from the effective date of her appointment or until sale of her house in Cincinnati, whichever occurs first; thereafter, the housing allowance will be $1,666.67 per month ($20,000.00 annualized);
- One-time moving allowance: $15,000.00; and
- Potential for an annual performance incentive payment of up to 15% of base salary, payable in three installments over three years.

The University will retain Dr. Davenport for professional services to promote an orderly transition in the position of Chancellor, with compensation of $25,000.00 per month for two months (total of $50,000.00), and will reimburse her for travel expenses in accordance with University policy for up to three visits to Knoxville for house hunting and transition work.

In accordance with the expedited procedures authorized by the Board’s tenure policy, and with the unanimous recommendation of the tenured faculty, department head, and dean, Chancellor Cheek has recommended to President DiPietro that tenure be granted to Dr. Davenport in a faculty appointment as Professor in the School of Communication Studies. President DiPietro concurs in the recommendation and requests that the Board grant tenure to Dr. Davenport in the faculty appointment. Dr. Davenport would not receive compensation for the faculty appointment while serving as Chancellor. Upon leaving the position of Chancellor, her compensation in the...
full-time faculty appointment would be 75% of her initial base salary as Chancellor (75% of $585,000 = $438,750) for four years. Beginning with year five after leaving the position of Chancellor, Dr. Davenport’s base salary in the full-time faculty appointment would be adjusted to the average base salary of full professors in the department.

Dr. Davenport’s curriculum vitae is included in the meeting materials.

MOTION: I move adoption of the following Resolution by the Board of Trustees:

RESOLVED:

(1) The President’s recommendation for appointment and initial compensation of Dr. Beverly J. Davenport as Chancellor of The University of Tennessee, Knoxville is approved as presented in the meeting materials; and

(2) Tenure is granted to Dr. Beverly J. Davenport in a faculty appointment as Professor in the School of Communication Studies at The University of Tennessee, Knoxville, with no additional compensation for the faculty appointment while serving as Chancellor; upon leaving the position of Chancellor, Dr. Davenport’s compensation in the full-time faculty appointment will be $438,750.00 (75% of her initial base salary of $585,000.00 as Chancellor) for four years; and beginning with year five after leaving the position of Chancellor, Dr. Davenport’s compensation in the full-time faculty appointment will be adjusted to the average base salary of full professors in the department.
Revised to Change Effective Date

December 6, 2016

Dr. Beverly Davenport
1138 Fort View Place
Cincinnati, OH 45202

Dear Dr. Davenport:

I am pleased to offer you the position of Chancellor of The University of Tennessee, Knoxville, subject to the terms and conditions outlined in this letter and subject to approval by the Board of Trustees at a special meeting to be called in December 2016.

The effective date of your appointment will be February 15, 2017. Your initial compensation package as Chancellor consists of the following:

1. Base salary: $48,750.00 per month (annualized salary of $585,000.00).
2. Non-accountable expense allowance: $1,666.67 per month to assist you in meeting expenses incurred in fulfilling your responsibilities as Chancellor.
3. Housing allowance: $5,000.00 per month for one year from the effective date of your appointment or until sale of your house in Cincinnati, Ohio, whichever occurs first; after one year from the effective date of your appointment, the housing allowance will be $1,666.67 per month. If your house does not sell by one year from the effective date of your appointment, the President will negotiate with you in good faith at that time concerning an extension of the $5,000.00 per month housing allowance.
4. One-time moving allowance: $15,000.00.
5. Potential for an annual performance incentive payment:* Up to $87,775.00 for FY 2017-18, payable in three installments over three years. *Beginning July 1, 2017, you will be eligible to participate in a Board-approved annual performance incentive payment plan that may be in effect from time to time, with the opportunity to earn an incentive payment of up to 15% of your base salary for achievement of Board-approved performance goals.

After you have served one year in office as Chancellor, the President will conduct a review of your performance consistent with the guidelines for the four-year comprehensive performance review of Chancellors, including a survey of various constituency groups. Depending on the results of that first-year performance review, the President may recommend an increase in your base salary to the Executive and Compensation Committee, to be effective no later than July 1, 2018.

For two months prior to the effective date of your appointment, the University will retain you for professional services to promote an orderly transition in the position of Chancellor, with compensation of $25,000.00 per month (a total of $50,000.00). The University will reimburse you for travel expenses in accordance with University policy for up to three visits to Knoxville for house hunting and transition work.
The position of Chancellor is without tenure, without a definite term, and at the will of the President. I will seek consideration of you for tenure as a full professor in a full-time faculty appointment in an appropriate department of The University of Tennessee, Knoxville, without compensation as long as you are serving in the Chancellor position. Upon leaving the position of Chancellor, your compensation in the full-time faculty appointment will be $438,750.00 (which is 75% of your initial base salary as Chancellor of $585,000.00) for four years. Beginning with year five, your compensation in the full-time faculty appointment will be adjusted to the average base salary of full professors in the department.

While you serve as Chancellor, the President will review your performance annually and conduct a four-year comprehensive performance review.

I look forward to working with you and seeing continuation of the great progress being made at UT Knoxville.

All the best.

Joseph A. DiPietro
President

Cc: General Counsel Catherine Mizell
Vice President Linda Harig

ACCEPTANCE: I accept the appointment to serve as Chancellor of The University of Tennessee, Knoxville under the terms and conditions outlined above and with the understanding that the offer is not binding until the appointment and compensation is approved by the Board of Trustees.

Beverly J. Davenport

12-6-2016

Date
ADMINISTRATIVE EXPERIENCE

UNIVERSITY OF CINCINNATI (2013-present)

Interim President (2016-present)
The 29th president of a top 30 public research university with enrollments on four campuses approaching 45,000 students, 5,000 faculty, 12,000 staff, 14 colleges, an academic health center, nearly $400 million in research funding, a $1.4 billion operating budget, a $1.2 billion endowment, 300,000 alumni and an economic impact approaching $5 billion. Manage 11 senior-level direct reports. Represent the University’s interests on several governing boards across the City and State, serve on several nonprofit, for cause boards and a national higher education board of advisors.

Priorities:
- Implement the University’s multi-year strategic plan, Creating Our Third Century.
- Prepare for the next comprehensive fundraising campaign + bicentennial celebration.
- Lead the development of a new innovation initiative and innovation district near campus.
- Engage with the city by anchoring the university as an urban serving university.
- Launch a new five-year, enterprise-wide diversity and inclusion plan.
- Provide leadership for alignment and elevation of a new University’s brand strategy.
- Position athletics to compete at the highest level.

Board Service:
- Uptown Consortium, Chair
- UC Health, Ex-Officio
- Cintrifuse
- Cincy Tech
- Cincinnati Cancer Collaborative
- Ohio Inter-University Council of Presidents
- COACHE, Harvard University
- St. Vincent de Paul
- United Way, Co-Chair
- Go Red for Women, Senior Leadership Team

Senior Vice President for Academic Affairs & Provost (2013-2016)
Served as the University’s chief academic officer. Led 13 academic colleges and 2 regional campuses, encompassing 99 academic departments, the Graduate School and the Libraries. Managed a $990 million budget, 26 direct reports, 14 deans and 12 senior leaders. Recruited seven new deans and conducted a comprehensive review of seven sitting deans. Oversaw two successful contract negotiations with the AAUP. Partnered with the President and Board of Trustees to develop and implement the University's multi-year strategic plan, Creating Our Third Century.

Highlights:
- Principal architect for five-year record-breaking enrollment plan:
  - Increased underrepresented minorities by 3%.
  - Increased out-of-state students by 4% via a strategic recruitment plan in targeted cities.
  - Increased international students by 5%.
  - Joined national Generation Abroad and doubled Study Abroad awards.
- Enhanced the academic profile and success of students:
  - Increased retention rates from 85% to 89%.
  - Increased graduation rates from 64% to 66%.
  - Increased ACT average of incoming students to 26 (33 for UC Honors students).
  - Strategically invested $1 million in academic advising.
BEVERLY J. DAVENPORT

- Invested $1.9 million in student support services including mental health, Title IX and academic support.
- Led aggressive faculty hiring and success initiatives:
  - Recruited more than 500 full-time faculty in three years.
  - Launched the Cluster Hiring Initiative – a $60 million initiative designed to attract the world’s leading faculty to collaborate in interdisciplinary areas such as: analytics, digital media, cancer, water and urban futures.
  - Developed the Strategic Hiring Opportunity Program – a new recruitment strategy designed to increase the number of full-time minority and women faculty.
  - Established the University’s first Dual Career Assistance Program.
  - Designed a new Department Head Leadership Program to improve performance, communication and satisfaction across academic units.
  - Created a new Provost Fellows Program to support faculty leadership and development.
- Focused on the development of women leaders:
  - Developed UC Women Lead – a 9-month leadership development program that helps women faculty and staff prepare for leadership opportunities, while offering them opportunities to build alliances across campus.
- Built institutional partnerships with five international universities: Future University in Egypt; Chongqing University; Bordeaux University; University of Botswana; and University of Concepcion in Chile.

PURDUE UNIVERSITY (2002-2013)

Vice Provost for Faculty Affairs (2010-2013)
Reported directly to the Provost and served as a member of the President’s Leadership Cabinet. Led data-driven strategic initiatives for faculty recruitment, retention and development for 2,200 tenured, tenure-track, research and clinical faculty. Managed the University's faculty hiring initiatives, including a $70 million Cluster Hiring Program and created the Strategic Opportunity Hiring Program to enhance the number of diverse faculty, a Dual Career Assistance Program, and the Leading Faculty Program to recruit world-renowned scholars.

Highlights:
- Designed a Lilly funded $21.5 million Future Purdue Faculty Excellence campaign that added 13 new endowed professorships.
- Launched the Susan Buckley Butler Center for Leadership Excellence with a $3.4 million endowment to advance faculty success and support research and education on women, work and leadership.
- Managed faculty retention efforts and allocated funds for pre-emptive, equity and counter offers.
- Facilitated student success initiatives that increased retention and graduation especially for underrepresented students in STEM disciplines.
- Led strategic partnership with Harvard University’s COACHE (Collaborative on Academic Careers in Higher Education) to help deans and department heads enhance faculty satisfaction.
- Led strategic partnership with Digital Measures to implement a digital faculty activity reporting system and integrate with existing data bases.
- Collaborated with Office of Institutional Equity and Vice Provost for Diversity to increase the recruitment and retention of underrepresented domestic minority and women faculty.
- Created the Provost’s Fellows Program and Department Head Leadership Program.
- Led the CIC (academic arm of the Big 10) Academic Leadership Program for Purdue.
- Provided process oversight for some 300 faculty promotion and tenure cases.
BEVERLY J. DAVENPORT

- Created and executed a five-year, peer comparison plan for increasing faculty salaries.
- Created Purdue Women Lead in conjunction with the American Association of Universities and Colleges’ Campus Women Lead program.
- Led a NSF-funded initiative to develop a national model of change management and engineering leadership in partnership with the National Academy of Engineering’s Center for the Advancement of Scholarship on Engineering Education.
- Served as the final arbiter for the faculty grievance plan.

**Director, Discovery Learning Research Center**, Discovery Park (2005-2007)
Supervised a team of 10 research specialists who wrote and managed externally funded grants designed to revolutionize learning in STEM disciplines. Provided leadership for one of 10 interdisciplinary research centers in Discovery Park.

**Highlights:**
- Managed a budget of more than $30 million and led efforts that doubled external funding.
- Designed assessments of outreach efforts and learning applications for center grants in the areas of energy, climate, the environment, life sciences, nanotechnology, oncological sciences and healthcare engineering.
- Built an advisory board and network of some 400 internal and external affiliates from educational, business, industry and non-profit sectors.
- Developed partnerships with the Garfield Foundation, the Boston Museum of Science, Imagination Station, agricultural extension, Herman Miller, Steelcase, various universities and state museums and science education foundations.
- Oversaw the design and building of a new $25 million research center and secured gift funds to equip learning labs.
- Developed the Research Visualization Group, the Work Group on Serious Games and various cyberinfrastructure enabled learning initiatives.
- Created a game-based learning competition to turn for-credit courses into multi-player, on-line environments.
- Led the Interns for Indiana program which placed interns in Indiana start-ups and the Discovery Park Undergraduate Research Program that placed students in interdisciplinary research groups to work alongside faculty researchers.
- Reframed the center’s vision, developed a new marketing communication plan and created internal and external advisory boards; developed partnerships with industry, public, government and school-based organizations.

**Associate Provost for Special Initiatives** (2002-2007)
Led change management efforts to help implement Purdue’s first strategic plan that included the recruitment of 300 new faculty; administrative reorganization; $750 million in capital construction; the creation of Discovery Park and 10 interdisciplinary research centers; enhanced technology commercialization efforts; and a $1 billion capital campaign.

**Highlights:**
- Led Washington Advisory Group’s year-long review of the University-wide research enterprise.
- Led organizational assessment to reorganize the Graduate School and research office.
- Served as liaison for business development/technology commercialization efforts and chaired the search for the Director of Technology Commercialization.
BEVERLY J. DAVENPORT

- Provided leadership and budgetary oversight as PI for National Science Foundation grants for student success in STEM disciplines: LSAMP: Louis Stokes Alliance for Minority Participation (eight-campus Indiana initiative) and AGEP: Alliance for Graduate Education and the Professoriate (Northwestern, Indiana University and Purdue) to attract and mentor STEM doctoral students into the academy.
- Led an external review of Student Affairs that resulted in a reorganization.

VIRGINIA POLYTECHNIC AND STATE UNIVERSITY (2001-2002)

Senior Fellow, Office of the Provost (2001-2002)
Chairled the Coordinating Council of Deans from the Colleges of Arts and Sciences; Business; Architecture; Education and Human Resources; and the Graduate School. Facilitated the reorganization of the College of Arts and Sciences and the College of Education and Human Resources. Led a reorganization review of the College of Agriculture.

UNIVERSITY OF KANSAS (1990-2001)

Dean of Social Sciences (1995-2001)
Served as Associate Dean of the College of Liberal Arts and Sciences and as the Contact Dean for the Kansas City campus and Capitol Complex campus in Topeka for professional graduate education.

Highlights:
- Leveraged a $12 million budget in the social sciences to build partnerships across departments, colleges, research centers and international programs, leading to an increase in joint appointments, shared facilities and enhanced external funding.
- Fundraised for first $10 million gift to social sciences; first named assistant professors in both Economics and Psychology; fundraiser for undergraduate research assistantships; developed international collaborations.
- Doubled external funding for the social sciences largely through the efforts of the LifeSpan Institute.
- Tripled funding (served as PI for $6 million in grants from the Department of Education) to increase student success for first generation, low income and underrepresented undergraduates.
- Directed the Dean's Scholars Program, a grant funded scholarship and mentoring program for high ability minority students interested in pursuing graduate school. Success rate exceeded 90%.

Vice Chancellor's Fellow, Office of Academic Affairs (1993-94)
Inaugural Fellow for early-career faculty who evidenced potential for academic leadership.

Administrative Research Fellow, Executive Vice Chancellor's Office (1990)
Summer internship to provide research expertise to Vice Chancellor for Academic Affairs.
BEVERLY J. DAVENPORT

UNIVERSITY OF KENTUCKY

Chair, Department of Communication (1988)
Led departmental efforts for 22 faculty members, a Master’s program, a new Ph.D. program and a 1000 undergraduates. Led curricular changes and faculty development efforts; leveraged departmental resources to create undergraduate scholarships and faculty travel awards.

Director, Communication Internship Program (1982-1987)
Reestablished and expanded an undergraduate internship program that placed over 50 students a year in corporate communication and nonprofit community relations positions throughout the Lexington area. Developed relationships and built partnerships to expand student opportunities and created an external advisory board. Provided career advising and job placement for student interns.

ACADEMIC APPOINTMENTS

2013-present  Professor, Department of Communication, University of Cincinnati
2002-2013  Professor, Brian Lamb School of Communication, Purdue University
2001-2002  Professor, Communication Studies, Virginia Tech University
1995-2001  Professor, Communication Studies, University of Kansas
1989-1995  Associate Professor, Communication Studies, University of Kansas
1987-1988  Associate Professor, Department of Communication, University of Kentucky
1987  Distinguished Visiting Fellow, Chisholm Institute of Technology, Melbourne, Australia
1981-1987  Assistant Professor, Department of Communication, University of Kentucky
1980-1981  Instructor, Department of Business Administration, University of Kentucky

GRANTS & CONTRACTS

- PI or Co-PI more than $18 million in external funding
- Co-PI for $25.2 million Lilly Endowment, Inc. award to Purdue University, Building on the Success of Discovery Park: Securing Pre-eminence for Purdue (2004-08)

2014  Co-PI ($741,073), National Science Foundation, Enhancing Student Success in Biology, Chemistry and Physics by Transforming the Faculty Culture, University of Cincinnati.
2011-12  Co-PI ($45,000), Purdue University College of Engineering, Using Case Studies for Leadership Development.
2007-09  PI ($496,874), National Science Foundation, Developing Engineering Faculty as Leaders of Academic Change, in partnership with the National Academy of Sciences.
2007-12  PI ($4.51 million), National Science Foundation, Louis B. Stokes Alliance for Minority Participation (LSAMP)—Phase II, Purdue University.
2006-11  Co-PI ($7.2 million), National Science Foundation, Alliance for Graduate Education in the Professoriate (AGEP), Purdue University.
BEVERLY J. DAVENPORT

2006  PI ($14,040), Purdue Research Foundation, The Dollars and Sense of Corporate Philanthropy: Organizational Influences on Employees' Philanthropic Identity.

2005  PI ($10,000), Purdue Black Alumni Organization, Examining Trends and Best Practices in African American Student Enrollment, Retention and Graduation.

2005  PI ($20,000), Eli Lilly, Inc. A collaboration with Florida A&M University to host a pilot project in scientific communication.

1999-02  Lead Evaluation Consultant ($250,000), Melinda and Bill Gates Foundation, “Bienvenida la vida!” Post-intervention evaluation and strategic planning for reproductive health media program in the Peruvian Amazon.

2000  PI ($2.3 million), Department of Education, Student Support Services. A program designed to provide an integrated set of services to help retain and graduate low income and first generation students and students with disabilities. University of Kansas.

2000-01  PI ($937,908), Department of Education's TRIO Partnership Program: "Blueprint Project" at the University of Kansas.

1999-01  PI ($1.4 million) “Gaining Early Awareness and Readiness for Undergraduate Programs ("GEAR UP"), matching grant from the Department of Education to heighten awareness and prepare for college low income 7th -12th grade students living in the KCK Housing Authority.

1998-99  Lead Evaluation Consultant ($50,000), David and Lucile Packard Foundation, "Bienvenida Salud!" Reproductive health media campaign in the department of Loreto, Peruvian Amazon.

1997-01  PI ($1.35 million), Department of Education TRIO continuation grant for Student Support Services. University of Kansas.

1995-01  PI ($78,000), University of Kansas Equal Opportunity Fund, Dean’s Scholars Program to mentor high ability minority students into academic careers. University of Kansas.

1994-00  PI ($1.1 million), Department of Education TRIO grant for Supportive Student Services Program. University of Kansas.


1985  Interdisciplinary Curriculum Design Award ($1,500), University of Kentucky.

1982-84  Co-PI (invited sole source contract, $75,000), Communicating Change: Strategies for Communicating Automation-related Information at IBM/Lexington, Kentucky.

1983  PI ($1,500), University of Kentucky Research Foundation, An organizational assessment of the Northern Kentucky Area Development District. Study design included individual interviews and a survey of staff, board and council members of the eight county district.
BEVERLY J. DAVENPORT

PUBLICATIONS

BOOKS


JOURNAL ARTICLES AND BOOK CHAPTERS


BEVERLY J. DAVENPORT


BEVERLY J. DAVENPORT


**HONORS & AWARDS**

<table>
<thead>
<tr>
<th>Year</th>
<th>Award Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>Named by Cincinnati Refined as one of the top 12 professional women in Cincinnati.</td>
</tr>
<tr>
<td>2013</td>
<td>C-Suite Award for leaders whose skills and leadership have helped shape success for their organizations.</td>
</tr>
<tr>
<td>2012</td>
<td>Title IX Distinguished Service Award. Named one of 40 Purdue University women who have contributed to gender equity in higher education in the 40 year history of Title IX.</td>
</tr>
<tr>
<td>2009</td>
<td>Outstanding Book Award, Organizational Communication Division of the National Communication Association for <em>Destructive Organizational Communication: Processes, Consequences and Constructive Ways of Organizing</em>.</td>
</tr>
<tr>
<td>2008-10</td>
<td>Seed for Success Award, Purdue University, Office of the Vice President for Research in recognition for attracting sponsored research grants in excess of $1 million.</td>
</tr>
<tr>
<td>2008</td>
<td>MIRA Award for Outstanding Educational Contributions to Technology.</td>
</tr>
<tr>
<td>2007</td>
<td>Named the Susan Buckley Butler Chair for Leadership Excellence.</td>
</tr>
<tr>
<td>2002</td>
<td>Distinguished Alumnus, Western Kentucky University, Department of Communication.</td>
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<tr>
<td>2001</td>
<td>Del Shankel Outstanding Teaching Award, University of Kansas.</td>
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<tr>
<td>2000</td>
<td>HOPE Award for Teaching Excellence (finalist), University of Kansas.</td>
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<tr>
<td>1996</td>
<td>W.T. Kemper Fellow for Teaching Excellence ($5,000), University of Kansas Mortar Board Outstanding Educator, University of Kansas.</td>
</tr>
<tr>
<td>1995</td>
<td>Phi Beta Kappa Faculty Award, University of Kansas. Outstanding Educator Award, Order of Omega, University of Kansas.</td>
</tr>
</tbody>
</table>
BEVERLY J. DAVENPORT

Outstanding Educator, Students in Communication Studies, University of Kansas.
1992 Outstanding Educator, Students in Communication Studies, University of Kansas.
1991 Mortar Board "Outstanding Educator," University of Kansas.
1991 HOPE Award for Excellence in Teaching (finalist), University of Kansas.
1990 HOPE Award for Excellence in Teaching (finalist), University of Kansas.
1986 University of Kentucky "Great Teacher," a $1,500 system-wide award chosen by students in cooperation with the University of Kentucky Alumni Association and Mortar Board.

SCHOLARLY SERVICE
2005-08 National Communication Association, Legislative Council
2004-05 Chair, Organizational Communication Division, National Communication Association
1996-99 International Communication Association Board of Directors
2005-08 Editorial Board, Southern Communication Journal
2000-03 Editorial Board, Management Communication Quarterly
1996-99 Editorial Board, Communication Education
1993-94 Editorial Board, Journal of Applied Communication Research
1992 95 Editorial Board, Communication Monographs
1993,1995 Consulting Editor, Communication Yearbook 8, 17 and 19

UNIVERSITY SERVICE
2010-13 President’s Cabinet, Purdue University
2012 Search Committee, Executive Vice Chancellor and Dean of Faculties, IUPUI
2009 Global Public Policy Institute Development Task Force, Purdue University
2009 Search Committee, Vice Provost for Diversity, Purdue University
2008 Chair, External Assessment of Student Affairs, Purdue University
2007-08 Chair, Task Force on Student Success Initiatives, Purdue University
2004-05 Chair, Search Committee for Vice President for Research, Purdue University
2003 Chair, Search Committee for Vice Provost for Engagement, Purdue University
2003 Chair, Search Committee for Vice President for Research, Purdue University
2003 Chair, Search Committee, Director of Technology Commercialization, Purdue University
1992 Director, Focus Group Assessment of Debate Watch, a national research project funded by the Commission on Presidential Debates, University of Kansas
1986 RALLY FOR HIGHER EDUCATION, University of Kentucky
1984 Conducted community survey and media analysis of Toyota's coming to Kentucky.
1982 Directed organizational communication assessments of the Central Kentucky Blood Center and University Extension Services.
BEVERLY J. DAVENPORT

EDUCATION

PhD  THE UNIVERSITY OF MICHIGAN
Department of Communication
Cognates: Management, Organizational Psychology
Awards: Truman Fellowship; Sattler Scholarship; Outstanding Graduate Teaching Assistant
Teaching appointments: Communication, Management and Health Administration

BA, MA  WESTERN KENTUCKY UNIVERSITY
Department of Communication and School of Journalism
Awards: University Scholar; Who's Who American College and University Students

HARVARD UNIVERSITY
Institute for Management and Leadership in Higher Education
### University of Tennessee 2016 Expedited Tenure Recommendations - December

Name of UT Unit: Knoxville Campus

#### 2016 Positive Recommendations for Tenure at all Ranks

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Initial Appointment Date</th>
<th>Present* Academic Rank</th>
<th>IRIS Appointment Date at Present Rank</th>
<th>Years in Present Rank</th>
<th>Highest Degree Earned</th>
<th>Tenure Decision</th>
<th>Department</th>
<th>College</th>
<th>Tenure Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>Davenport, Beverly</td>
<td>Communication Studies</td>
<td>3/1/2017</td>
<td>Professor</td>
<td>3/1/2017</td>
<td>21.5</td>
<td>PhD</td>
<td>Yes</td>
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#### 2016 Probationary Faculty NOT Recommended for Tenure

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Initial Appointment Date</th>
<th>Present* Academic Rank</th>
<th>IRIS Appointment Date at Present Rank</th>
<th>Years in Present Rank</th>
<th>Highest Degree Earned</th>
<th>Tenure Decision</th>
<th>Department</th>
<th>College</th>
<th>Tenure Decision</th>
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<td>17</td>
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December 5, 2016

TO: Joseph A. DiPietro, President
FROM: Jimmy G. Cheek, Chancellor
RE: Expedited Tenure Review for the Board of Trustees Meeting on December 15, 2016

The University of Tennessee, Knoxville is requesting expedited tenure review for one new faculty member according to Appendix D of the University of Tennessee, Board of Trustees Policies on Academic Freedom, Responsibility, and Tenure: Dr. Beverly J. Davenport, Professor in the School of Communication Studies, in the College of Communication and Information.

Dr. Beverly J. Davenport has accepted the position of Chancellor of the University of Tennessee, Knoxville, and Professor in the School of Communication Studies. She was recruited from the University of Cincinnati, where she served most recently as Interim President. From 2013, until assuming her role as Interim President in 2016, she held the position of Senior Vice President for Academic Affairs and Provost. Prior to her appointments at the University of Cincinnati, she worked at Purdue University as Vice Provost for Faculty Affairs (2010-2013), Director of the Discovery Learning Research Center (2005-2007), and Associate Provost for Special Initiatives (2002-2007). Her earlier positions included Senior Fellow in the Office of the Provost at Virginia Polytechnic and State University, Dean of Social Sciences at the University of Kansas, and Chair of the Department of Communication at the University of Kentucky, among others.

She completed her PhD in the Department of Communication at the University of Michigan with a cognate in organizational behavior and management. Following completion of her PhD, she worked as an Instructor (1980-1981) in Business Administration at the University of Kentucky. There, she was also appointed Assistant Professor in Communications in 1981 and promoted to Associate Professor in 1987. She was then recruited by the University of Kansas as an Associate Professor in 1989 and promoted to Professor in 1995. She was appointed at the rank of tenured Professor at Virginia Polytechnic and State University, Purdue University, and the University of Cincinnati, in addition to her administrative positions at these institutions.

Dr. Davenport is an accomplished scholar who has authored more than 100 papers and published three books on quality of work-life issues and workplace civility. As a
Board of Trustees, Tenure Review  
December 5, 2016

principal investigator, or co-principal investigator, she has carried out more than $18 million in funded research. She has served on national and local boards including Harvard University’s Collaborative on Academic Careers in Higher Education, the American Heart Association’s Go Red for Women, the United Way, the Society of St. Vincent de Paul, the non-profit partnership Cintrefuse, investment firm Cincy-Tech and others. She is an award-winning teacher who has been recognized for excellence in education at the national level and for her advances in technology-infused learning. Earlier in her career, she was named a University of Kansas Kemper Fellow for Excellence in Teaching, a University of Kentucky Great Teacher, and a Mortar Board and Phi Beta Kappa outstanding professor.

The positive vote of the tenured Communication Studies faculty (5-0-0), along with the support of the Department Head and Dean warrant her being awarded tenure at the University of Tennessee.

Dr. Davenport was carefully selected for her position as Chancellor. In her case, however, the search process and subsequent negotiations did not conclude in time to present her to the Board of Trustees at its last meeting. Therefore, I request her review at the next meeting of the University of Tennessee Board of Trustees. Please do not hesitate to contact me if you have any questions.

cc: Katie High  
    John Zomchick
President DiPietro recommends the appointment of Dr. Tim L. Cross as Chancellor of The University of Tennessee Institute of Agriculture, effective January 1, 2017, with the initial compensation outlined in the following offer letter and summarized below:

- Base salary: $27,750.00 per month ($333,000.00 annualized);
- Non-accountable expense allowance: $416.67 per month ($5,000.00 annualized);
- Potential for an annual performance incentive payment of up to 15% of base salary, payable in three installments over three years.

Dr. Cross currently holds a tenured faculty appointment in the Department of Agriculture and Resource Economics. He would receive no compensation for the faculty appointment while serving as Chancellor. Upon leaving the position of Chancellor, his compensation in the full-time faculty appointment would be 75% of his initial base salary as Chancellor (75% of $333,000 = $249,750) for four years. Beginning with year five after leaving the position of Chancellor, Dr. Cross’ base salary in the full-time faculty appointment would be adjusted to the average base salary of full professors in the department.

Dr. Cross’ curriculum vitae is included in the meeting materials.

MOTION: I move adoption of the following Resolution by the Board of Trustees:

RESOLVED:

(1) The President’s recommendation for appointment and initial compensation of Dr. Tim L. Cross as Chancellor of The University of Tennessee Institute of Agriculture is approved as presented in the meeting materials; and
(2) Upon leaving the position of Chancellor, Dr. Cross’ compensation in a full-time faculty appointment in the Department of Agriculture and Resource Economics will be $249,750.00 (75% of his initial base salary of $333,000.00 as Chancellor) for four years; and beginning with year five after leaving the position of Chancellor, Dr. Cross’ compensation in the full-time faculty appointment will be adjusted to the average base salary of full professors in the department.
December 12, 2017

Dr. Tim L. Cross
7712 Thorngrove Pike
Knoxville, TN 37914

Dear Tim,

It is my pleasure to offer you the position of Chancellor of the University of Tennessee Institute of Agriculture, effective January 1, 2017, subject to the terms and conditions outlined in this letter and subject to approval by the Board of Trustees at a special meeting to be called in December 2016.

Your initial base salary as Chancellor will be $27,750.00 per month (annualized salary of $333,000.00). During your appointment as Chancellor, you will receive a non-accountable expense allowance of $416.67 per month to assist you in meeting expenses incurred in fulfilling your official responsibilities. Beginning July 1, 2017, you will also be eligible to participate in a Board-approved annual performance incentive payment plan for University Officers that may be in effect from time to time, with the opportunity to earn an incentive payment of up to 15% of your base salary for achievement of Board-approved performance goals.

The position of Chancellor is without tenure, without a definite term, and at the will of the President. You currently hold tenure in a faculty appointment in the Department of Agriculture and Resource Economics. Upon leaving the position of Chancellor, your compensation in the full-time faculty appointment will be $249,750 (which is 75% of your initial base salary as Chancellor of $333,000.00) for four years. Beginning with year five, your compensation in the full-time faculty appointment will be adjusted to the average base salary of full professors in the department.

While you serve as Chancellor, the President will review your performance annually and conduct a four-year comprehensive performance review. I look forward to working with you and seeing continuation of the great progress being made at the Institute of Agriculture.

All the best,

Joseph A. DiPietro
President

cc: General Counsel Catherine Mizell
Vice President Linda Harig

ACCEPTANCE: I accept the appointment to serve as Chancellor of the University of Tennessee Institute of Agriculture under the terms and conditions outlined above and with the understanding that the offer is not binding until the appointment and compensation is approved by the Board of Trustees.

Tim L. Cross

Date
Curriculum Vita
October, 2016

Timothy L. Cross
UT Institute of Agriculture
2621 Morgan Circle, 101 Morgan Hall
Knoxville, TN 37996-4505
(865) 974-7342
tlcross@utk.edu

Spouse: Denise E. Cross
Children: Jarod, Nicholas, Hannah, and Justin

EDUCATION

<table>
<thead>
<tr>
<th>Degree</th>
<th>Major</th>
<th>Major Professor, Thesis Title</th>
<th>Institution, Location, Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Economics</td>
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</tr>
<tr>
<td>M.S.</td>
<td>Agricultural Economics</td>
<td>Dr. Odell Walker Financial and Liquidity Management Strategies for a North Central Oklahoma Wheat and Livestock Farm</td>
<td>Oklahoma State University Stillwater, Oklahoma 1982</td>
</tr>
<tr>
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<tr>
<td>B.S.</td>
<td>Agricultural Economics</td>
<td></td>
<td>Oklahoma State University Stillwater, Oklahoma 1980</td>
</tr>
</tbody>
</table>

PROFESSIONAL EXPERIENCE

Interim Chancellor (September 2016-Present)
University of Tennessee Institute of Agriculture

Leadership for the Institute of Agriculture, including administration of academic programs, research programs, and outreach and engagement programs. Represents the Institute with key stakeholder groups, provides long term budget planning, assists in determining strategic directions, and collaborates as a member of the UT System to promote cooperative programs with other campuses and institutes.
Dean (2008-2016), Associate Dean (2006-2008) and Assistant Dean (2001-2006)  
University of Tennessee, UT Extension

Responsibilities include guiding all Extension specialists and agents to plan, develop, implement and evaluate educational programs in agriculture and resource development. Also responsible for establishing and maintaining programmatic partnerships with other units of the Institute and the University, external organizations, state and federal agencies, and other groups.

Professor (1998-2001) and Associate Professor (1994-1998), Agricultural Economics  
University of Tennessee, Agricultural Extension Service

Major responsibilities included developing and delivering educational programs concerning the economics of livestock management, animal waste management, forage production, and sustainable agriculture. Specific duties related to livestock, animal waste, and forage management included enterprise budgets, partial budgets, investment analysis, whole farm planning and analysis, and economics of resource management. Sustainable agriculture efforts focused on developing educational materials concerning the economics of sustainable practices and disseminating information to farm and non-farm audiences.

Assistant Professor (1991-1994), Agricultural and Resource Economics  
Oregon State University

This position was a joint appointment, 80% Extension and 20% resident instruction. Extension responsibilities were in the area of farm management, including crop and livestock enterprise budgets, machinery costs, labor management, farm information management, and economics of best management practices for improving water quality. Resident instruction duties included teaching introductory farm management and serving on undergraduate and graduate committees.

Instructor (1983-1991), Agricultural and Resource Economics  
Oregon State University

Coordinated computer activities for the Extension Service and conducted farm management programs in this position. Computer-related duties included selecting, acquiring, and installing computer hardware and software, and training county agents and specialists. Farm management duties included use of computer decision tools, enterprise budgets, and machinery costs analysis.

Instructor (1982-1983), Department of Agriculture  
Fort Hays State University

This appointment was 100% teaching and advising. Courses taught included farm management, agricultural economics, agricultural marketing, and agricultural policy. In addition, forty-five undergraduate students were advised; and agri-business management curriculum was developed.
LEADERSHIP HIGHLIGHTS

Strategic Planning

Established a statewide strategic planning team to lead the development of a 10-year strategic plan for UT Extension in 2009. Five goals were established to advance Tennessee through Extension educational programs. Listening sessions were conducted with employees and stakeholder groups statewide, and an online feedback instrument received more than 2,000 responses indicating future needs and priorities. One-time funds were budgeted for implementation of the plan, and 13 implementation teams were appointed. Selected accomplishments of the teams include:

- Launch of an initiative to increase visibility of UT Extension statewide, which coincided with new UTIA branding. A robust marketing toolkit was developed to provide Extension Week plans, logos, guidelines, training, templates, and many more tools for use by Faculty, Agents, and Staff;
- Development of a 3-part program called Building Exceptionally Skilled Teachers (BEST) to improve the quality of presentations and professionalism by Faculty and Agents, with the program delivered through online modules and face-to-face meetings and coaching;
- Implementation of a peer mentor program for all newly hired Extension agents, to assist them in performing their duties and improving retention of young professionals;
- Development of a county director training program to meet the needs of agents who assume administrative duties as county directors by increasing competencies and performance; enhancing job satisfaction; and establishing consistent leadership and direction among county directors; and
- Supporting a healthy lifestyles team to encourage all employees to exercise, eat well, and achieve balanced lives.

Organizational Change

Since 2008, several significant organizational changes have been accomplished in an open and transparent manner. Input, feedback, and direct involvement of internal and external stakeholders has resulted in support for the changes with minimal disruption of ongoing programs.

The most significant organizational change was a new staffing plan for UT Extension. In FY08-FY10, the budget for Extension was reduced by $5.4 million due to the recession. Extension agents and clientele were asked to prioritize staffing in our county offices, and criteria were established to guide the new staffing plan. A total of 60 positions were eliminated at the county, regional and state levels. Most reductions were through vacancies generated as a result of an incentivized retirement program, but 19 individuals were required to move in order to achieve the new staffing model. During the reorganization, numerous meetings and conversations were held with state and local leaders, agricultural leaders, and Extension agents and specialists to solicit input and feedback about the reorganization. Three regional teams were appointed to make recommendations of the number of agents in each county in their region, reflecting the needs in their communities and program areas.
The consolidation of the state 4-H office with the Department of Agricultural Leadership, Education, and Communication (ALEC) was accomplished in 2014 following 18 months of planning, discussion, and departmental meetings. The joint unit now offers faculty status to qualified members of both 4-H and ALEC, and it provides an opportunity to mesh field programs for positive youth development with classroom-based agricultural education programs. Joint faculty positions have been created, and the faculty and Extension specialists are partnering to develop new curriculum, apply for extramural funding, and offer leadership and communications training for Agricultural teachers and Extension agents.

**Partnerships**

Partnerships with other organizations have contributed to new programs and the leverage of existing resources. Each partnership has typically been supported by the development of a contract or memorandum of understanding that specifies the responsibilities, benefits, and costs of all parties.

Beginning in 1997, UT Extension agents were tasked with making animal cruelty investigations to determine probable cause. These cases increased in frequency and severity, with more than 1,000 cases being investigated annually by 2010. Working closely with the Tennessee Department of Agriculture (TDA), the Tennessee Farm Bureau, and our state elected officials, the livestock cruelty legislation was changed in 2016 to remove UT Extension from these responsibilities, and require TDA to conduct livestock cruelty investigations statewide. This change was only possible through a strong, positive relationship with all parties, and it has resulted in improved morale and personal safety of Extension employees who can once again focus on education and support the needs of livestock owners.

Tennessee State University (TSU) is a significant partner for UTIA, and especially UT Extension. This partnership is guided by a detailed memorandum of understanding (renewed and revised most recently in 2011) that outlines responsibilities of each partner and clarifies the support to be provided for joint activities. A monthly meeting with both UT and TSU state and regional staff has been held to assess past programs and plan for future collaborative efforts. TSU has increased county staff from 13 agents to 50 agents, and this increase has effectively offset the staffing reductions required due to the budget reductions at UT. A joint UT/TSU Extension Advisory Council meets twice annually to obtain feedback from stakeholders and guide future directions. Frequent communication, honesty, and respect are the keys to this positive relationship with TSU.

Two multi-state, tenure-track specialist positions were created with the University of Kentucky to conduct research and education for dark-fired tobacco growers in Western Kentucky and Middle Tennessee, as well as burley tobacco growers in Central and Eastern Tennessee and Kentucky. The two joint positions are responsible to the Department of Agronomy at the University of Kentucky and the Department of Plant Sciences at UT. Each position is located at a regional research and education facility: one is in Princeton, Kentucky and the other is in Springfield, Tennessee. One position is 25% UT Extension and 75% University of Kentucky, and the other position is 25% University of Kentucky and 75% UT Extension and AgResearch, with expenses divided according to these percentages among the two institutions including
salary, benefits, and operating funds. Benefits have included timely programs that are relevant to growers in both states, reduced travel expenses, and expanded educational programs and applied research specifically for dark-fired and burley tobacco growers.

**Budget Management**

Decreasing federal funds combined with flat state funding have resulted in the need to diversify the funding base for UT Extension. Three primary strategies to diversify have been grant and contract funding, gifts, and fee-based programming. Growth has occurred in funding from each of these strategies, and significant opportunities still exist to enhance these sources of support.

Grants and contracts for Extension programs at the state level totaled $10.8 million in FY09. Total grant and contract funds in FY16 were $14.2 million, representing an increase of about 30%. Support for grants and contracts has been provided through identification of funding possibilities, promotion of an incentive program for faculty and specialists receiving grants and contracts which include salary and benefits, support for an integrated office of sponsored programs for all grant and contract forms, procedures and policies, and encouragement of faculty to pursue external funds for educational programs.

Encouraging and supporting gift support has been an important growth strategy, both in the short term and (through planned gifts) for the long run. Endowment funds for UT Extension have increased from $15 million in FY09 to $20 million in FY16, a 33% increase. This growth reflects the positive results of a reorganization in the Office of Advancement to include regional staff, a more engaged 4-H Foundation Board of Directors and Executive Director, and new advancement programs such as the Commodities for Communities program in which farmers donate grain to a county UT Extension endowment fund. Annual endowment fund earnings are now approximately $1 million annually, supporting a wide range of state, regional and county programs.

Another strategy for diversification has been charging fees for specific programs and materials to recover direct costs of program delivery. Policies were established to guide the implementation of fees at the state and county level. A summary report was presented for discussion to all staff, and components of the plan are being implemented. Progress to date includes revision (with University Audit approval) of county financial guidelines to address issues related to collection and administration of fees, establishment of one deposit account for each county office, establishment of one conference account for each department, University administration approval of increased carryover of fee-based revenues, development of new fee-based programs, development of an e-commerce tool for online purchases and conference registrations, and monthly newsletter articles over a one-year period to guide staff in the establishment and collection of fees.

**Facilities Management**

Effective management of facilities is essential to a productive workforce and delivery of quality programs. In 2008, after making a personal visit and tour, a decision was made to close the Buford Ellington 4-H Center in Milan, TN which had been in operation since 1952. The decision
was based on considerable deferred maintenance issues and the inability to generate sufficient fees to recover the costs of operating the center. Support for this decision by West Tennessee stakeholders and volunteer leaders was generated through numerous meetings, phone calls, and other direct contacts. While there was a willingness to support the closure of the 4-H Center, there was also a strong expectation of replacement of the facility with a more suitable facility in the future. 4-H youth who had been assigned to camp at Milan were reassigned to the 4-H Center in Columbia, necessitating a change in youth who camped in Columbia to move to the Center in Crossville, which in turn required a move of youth from Crossville to the camp in Greeneville. The Milan closure truly lead to a statewide impact.

Following the end of the recession, a vision committee was appointed in late 2010 to establish the characteristics and site criteria for a new 4-H Center facility in West Tennessee. The committee made visits to successful facilities in other states, developed criteria for a new site in West Tennessee, and then solicited sites from throughout the West Tennessee area, receiving 19 possible locations of interest. A site review committee was appointed next to review the applications, identify a pool of 3 top sites, visit the finalists, and recommend a location for a new 4-H Center. Lone Oaks Farm emerged as the top site according to the committee’s criteria, at a cost of $15.9 million. Public meetings and tours at Lone Oaks Farm were conducted to increase awareness and support among the public, 4-H members and volunteers, university leaders, and key elected officials. The site was recommended for funding by UT, THEC and Governor Haslam in the FY15 budget which was subsequently approved by the legislature. The property was acquired in December, 2015. The new facility is now staffed, youth and adult events and conferences are being hosted, and fund raising is underway. A master plan is the next step for development of the property. Two planned gifts of $1 million each have been obtained, and about $5 million in gifts and pledges have been received for capital construction.

Advisory, Board, and Committee Responsibilities

Service with various state, regional, and national groups has resulted in professional growth and development, enhanced programming for Tennessee, and contributions to the Land Grant and Cooperative Extension system. Major advisory responsibilities and service are summarized below.

- Governor’s Rural Task Force, member, and facilitator for Health Committee, 2015 - 2016.
- National Extension Committee on Policy, 2014 - present.
- APLU Board on Ag Assembly, Policy Board of Directors, 2013 - 2015.
- University of Tennessee Board of Trustees, Research, Outreach and Economic Development Committee, Non-Voting Member, 2008 - present.
Leadership Development

Participation in four formal leadership development programs has contributed to professional growth, especially related to communication, personnel management, and collaborative problem solving. A brief description of each program follows.

Food Systems Leadership Institute: Development of upper-level leaders in higher education, government, and industry to prepare them to meet the leadership challenges and opportunities of the future. Objectives of the three-year program include enhancement of leadership skills, development of new skills for organizational change, and broadened understanding of food systems topics (including health and nutrition, food production and supply chains, and the environment), 2007 - 2009.

Southeast Natural Resource Leadership Institute: The purpose of this program was to develop leaders throughout the Southeast who can help groups involved in contentious natural resources issues move beyond conflict toward consensus building and collaborative problem solving. The 2004 program consisted of two, three-day workshops with a mix of mini-lectures, experiential role-plays and exercises, stakeholder panel discussions about specific environmental “hot” topics, and field trips.

National Extension Leadership Development program: A two-year program designed for Extension professionals, the NELD program consisted of four, one-week seminars and one, two-week international experience. The seminars focused on leadership theory and practice, organizational renewal and development, partnerships and collaborations, challenges and choices in a global age, and leadership models in democracy. The program was conducted from January 2003 to October 2004.

University of Tennessee Leadership Institute: This one-week institute is offered to UT employees and addresses leadership issues and styles, organizational change, team building, partnerships, and communication. February 2001.
CREATIVE AND SCHOLARLY WORK

Invited Presentations

Invited presentations since 2008 are shown below. A comprehensive list is contained in Appendix B.


New Programs Implemented

Provided leadership as a faculty member to several new programs supporting Extension, Research, and Teaching. Obtaining grants, conducting research projects, and developing teaching tools have been the primary results of these efforts. In all cases, grants awarded augmented ongoing programs.

Extension Program Grants


Thompson, Sharon, Development and Delivery of an Agricultural Vulnerability Assessment Training Course. Funding Source: Office of Domestic Preparedness, $2.0 million awarded, $20,800 provided for Extension program contributions, November 2005.


Cross, Tim. "Using Farm Family Case Studies to Teach Sustainable Agriculture." Funding source: Southern Region SARE/ACE Program, $146,630 awarded, April 1995.


Cross, Tim, in cooperation with 10 Western States co-investigators. "Total Resource Budgeting of LISA Farm Enterprises." Funding Source: Western Region LISA Program, $130,000 awarded for total project, 1989.


Research Grants and Projects


Warkentin, Benno, Ron Miner, et. al. "A Project to Collect Scientific Data and to Provide Evaluation and Recommendations for Alternative Pollution Control Strategies for the Tualatin River Basin." Funding source: Oregon Department of Environmental Quality,


Advising Graduate Students


Ryan King, M.S. committee member, Agricultural Leadership, Education and Communication, 2011-2012.

Sam Jackson, Ph.D. committee member, Forestry, Wildlife and Fisheries, 2003-2005.

Adam Daugherty, M.S. committee member, Agricultural and Bioresource Engineering, 1999-2001.


OSU Graduate council representative, 1 Ph.D. and 2 M.S. students

OSU Departmental committee member, 2 Ph.D. and 1 M.S. student

OSU Major professor, 1 M.S. student
Teaching Experience

<table>
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<tr>
<th>Course Number and Description</th>
<th>Date</th>
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<tr>
<td>AREc 211 Management in Agriculture</td>
<td>Spring 1993</td>
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<td>AREc 211 Management in Agriculture</td>
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<td>AREc 581 Computer Applications in Agricultural Research</td>
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<td>AGRI 314 Agricultural Economics</td>
<td>Spring 1983</td>
<td>32</td>
<td>FHSU</td>
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<tr>
<td>AGRI 321 Agricultural Law</td>
<td>Spring 1983</td>
<td>21</td>
<td>FHSU</td>
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<tr>
<td>AGRI 410 Agricultural Finance</td>
<td>Fall 1982</td>
<td>35</td>
<td>FHSU</td>
</tr>
<tr>
<td>AGRI 211 Marketing Farm Products</td>
<td>Fall 1982</td>
<td>35</td>
<td>FHSU</td>
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</table>

Publications

Numerous Extension and Research publications have been authored and co-authored. Many of these publications were the result of multi-disciplinary efforts involving animal scientists, veterinarians, plant and soil scientists, agricultural engineers, and horticulture specialists.

Books and Book Chapters


Journal Articles


**Extension Service Publications and Articles in Trade Publications**

Author or Co-Author of 41 peer-reviewed Extension publications and 19 articles in trade publications. A comprehensive list is contained in Appendix C.

**Experiment Station Publications**


Papers and Posters Presented at Professional Meetings


Cross, Tim L. and Odell L. Walker. *An Analysis of Banker and Farmer Credit Rationing on Stocker Cattle Decisions.* Selected paper, Southern Agricultural Economics Association annual meeting, Atlanta, Georgia, (February 7-8, 1983).

**QUALITY OF TEACHING**

*Extension Training Sessions*

Training sessions taught since 2000 are shown below. A comprehensive list is contained in Appendix D.


“A Review of the U.S. and Tennessee Farm Economy” and “Machinery Sharing Agreements.” Western District Agent Training Session, Jackson, Tennessee, (November 9, 2000).


Effectiveness of Teaching

Written evaluations of inservice teaching have been consistently positive. Summaries of several inservice training presentations taught as a faculty member are shown below. Most presentations relied upon problems, applications, and hands-on experience as part of the teaching. Quality visual aids and innovative delivery methods have been used whenever possible.

<table>
<thead>
<tr>
<th>Date</th>
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<td>10/13/99</td>
<td>Forages, Livestock, and Machinery Management Update</td>
<td>Area Specialists</td>
<td>Overall Session</td>
<td>9.1</td>
<td>1=poor, 10=great</td>
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<td>10/18/99</td>
<td>Farm Management</td>
<td>New Agents</td>
<td>Computer Decision Aids,  Livestock</td>
<td>4.17</td>
<td>1=poor, 5=excellent</td>
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<td>11/19/99</td>
<td>Beef Systems Software</td>
<td>Agents</td>
<td>Subject Matter Usefulness Instruction</td>
<td>4.27</td>
<td>1=poor, 5=excellent</td>
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<td>11/19/99</td>
<td>Machinery Cost Calculator</td>
<td>Agents</td>
<td>Subject Matter Usefulness Instruction</td>
<td>4.36</td>
<td>1=poor, 5=excellent</td>
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<tr>
<td>4/18/00</td>
<td>Evaluating Cow/Calf Performance</td>
<td>Farmers</td>
<td>Knowledge Presentation Style Professionalism</td>
<td>4.9</td>
<td>1=low, 5=high</td>
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<td>04/26/00</td>
<td>Irrigation System Cost Analysis</td>
<td>Area Specialists</td>
<td>Overall Session</td>
<td>9.2</td>
<td>1=poor, 10=great</td>
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<tr>
<td>5/25/00</td>
<td>Whole Farm Planning and BMP’s</td>
<td>Farmers, NRCS Staff</td>
<td>Overall Session Usefulness</td>
<td>3.59</td>
<td>1=poor, 4=excellent</td>
</tr>
</tbody>
</table>

Professional Development in Teaching

Credentialing Training for First Responders to Agricultural Disasters, Knoxville, Tennessee, (January 12, 2005).

Tennessee Association of Agricultural Agents and Specialists, Annual Conference and Professional Improvement Program, Fall Creek Falls State Park, Tennessee, (April 18-20, 2000).

Interactive Television Training, Planning and Conducting Video Conferences for Program Development Meetings and Other Group Planning Meetings, Knoxville, Tennessee, (June 16, 1998).


Crop Insurance Reform, National Extension Specialists Workshop, Kansas City, Missouri, (October 1994).

PLANETOR 2.0 National Training Session, Minneapolis, Minnesota, (August 1994).


Western Low Input Sustainable Agriculture Workshop, San Francisco, California, (October 1990).


California Agricultural Computing Conference & Trade Show, Fresno, California, (March 1987)

**Extension Farm Management and Computer Presentations**

*From 1983 to 2001, delivered 205 presentations to Extension audiences in Tennessee and Oregon. Details of these presentations are contained in Appendix E. Sessions ranged from 30 minute discussions to 8-hour workshops. Multi-state and multi-county meetings were conducted in most cases. All county meetings were conducted in cooperation with local county Extension agents. Many presentations were made in cooperation with other specialists and subject matter experts, often from other disciplines. Enterprise budgets served as foundation materials for many Oregon farm management presentations, and a list of 46 enterprise budgets developed and authored or co-authored is included in Appendix F.*
SERVICE

University Committees

University of Tennessee Strategic Plan Implementation Team, Goal 3: Outreach and Engagement, 2014 - present.

Carnegie Foundation Community Engagement Classification, Co-Chair, University of Tennessee Knoxville-Area campuses, 2013 - 2015.

Compensation Advisory Board, Vice Chair and UTIA Representative, 2010 - present.


University of Tennessee Strategic Planning Initiative, service on Continuing Education Subcommittee, Research Productivity and Facilities Subcommittee, and Interdisciplinary Disciplinary Directions Subcommittee, 2007 - 2009.

Associate Deans for Research Committee, University of Tennessee Knoxville, 2005 - 2008.


Institute and College Committees

Department Head and Professor, Agricultural Economics, Search Committee Chair, 2007 - 2008.

Dean Search Committee, College of Agricultural Sciences and Natural Resources, member, 2007.

Institute of Agriculture Space Committee, member, 2006 - 2008.


Outstanding New Extension Worker Award Selection Committee, Chair, October 2002 and October 2005.


Lancaster/Sunbelt Expo Southeastern Farmer of the Year, Tennessee Nominee Selection Committee, Chair, 1998 - 2000.
Faculty Counselor to the President, Institute of Agriculture Representative, 1997 - 1998.


Martin Experiment Station Swine and Feed-Grains Research Program Study Team, Agricultural Experiment Station, University of Tennessee, 1994.

Extension Ad Hoc Committee on Land Use Policy, Oregon State University, 1993 - 1994.

Associate Dean of Agriculture Search Committee, Oregon State University, 1993 - 1994.

College of Agricultural Sciences Computer Applications Committee (CASCAC), Oregon State University, 1984 - 1986.


**Departmental Committees**

CPR Committee, Dr. George Grandle, 2001.


CPR Committee, Chair, Dr. George Smith, 2000.

Search Committee, Agricultural Economics Department Head, 2000.

Search Committee, Specialist Position, October-November 1997.


Search Committee, Extension Assistant Position, August-September 1996.

Section Web Site Committee, 1996 - 2000.


Outstanding Masters Thesis Selection Committee, Chair, Department of Agricultural and Resource Economics, Oregon State University, 1993 - 1994.
Outreach Committee, Department of Agricultural and Resource Economics, Oregon State University, 1993 - 1994.

Nye Computer Lab Committee, Chair, Department of Agricultural and Resource Economics, Oregon State University, 1991.

Undergraduate Committee, Department of Agricultural and Resource Economics, Oregon State University, 1991 - 1993.

**Student Organization Advising**

Withycombe Block and Bridle Club, Oregon State University, 1989 - 1994.

Rodeo Club, Fort Hays State University, 1982 - 1983.

**Foreign Assignments and Experience**

Zagreb, Croatia, March 16-22, 2013. Tour and Establishment of MOU to support joint International Programs with Agrokor, International.


Sanaa, North Yemen, December 1-23, 1985. Served as a computer systems analyst for the Ministry of Agriculture and other project units in a project funded by the Consortium for International Development.
PROFESSIONAL SERVICE AND AWARDS

Membership in Professional Organizations

National Association of Extension Family and Consumer Sciences, 2009 - present.
National Association of Extension 4-H Agents, 2002 - present.
National Association of County Agricultural Agents, 1994 - present.
Tennessee Association of Agricultural Agents & Specialists, 1994 - present.
Tennessee Cattleman's Association, 1994 - present.
Tennessee Forage and Grassland Council, 1994 - present.

National Panels and Committees

National Impact Database Committee, Co-Chair, 2014 - present.
Extension Committee on Policy, 2013 - 2016.
APLU Board on Ag Assembly, Policy Board of Directors, 2011 - 2016.
Extension Committee on Policy, Budget and Legislative Committee, 2010 - 2013.
United States Department of Agriculture, Cooperative States Research, Extension, and Education Services, National Review Team, West Virginia University Agriculture and Natural Resources Extension Programs, May 2007.
United States Department of Agriculture, Advisory Committee on Beginning Farmers and Ranchers, 1999 - 2002.
United States Department of Agriculture, Small Business Innovation Research Program, reviewer, 1997 - present.

Offices Held and Committee Assignments

Board Member, Specialist District, Tennessee Association of Agricultural Agents and Specialists, 1999 - 2001.
Awards Committee, Gamma Sigma Delta, 1999.
Registration Chair, District VI Planning Committee, TAAA&S Annual Conference Program, 1996 - 1997.
Farm Information Systems, NC-191, Chair, 1997-present and Secretary, 1993 - 1996.

Promotion Dossiers Reviewed

David Anderson, Texas A&M University, Department of Agricultural Economics, July 2007.
Bill Braunworth, Oregon State University, Department of Horticulture, November 2005.
Donna Amaral-Phillips, University of Kentucky, Department of Animal Sciences, September 2005.
Keith Diem, Clemson University, Department of Parks, Recreation and Tourism Management, December 2004.
Don Horneck, Oregon State University, Department of Crop and Soil Science, November 2004.
Jose Pena, Texas A&M University, Department of Agricultural Economics, December 2003.
Bob Pawelek, Oregon State University, Agricultural Economics Department, November 2003.
Sandy Macnab, Oregon State University, Department of Crop and Soil Science, December 2002.

Honorary Societies

Epsilon Sigma Phi, 1996 - present.
Gamma Sigma Delta, 1994 - present.

Honors and Awards

Administrative Leadership Award, Epsilon Sigma Phi National Honorary Fraternity, September, 2013.
Twenty Five Years of Service Award, Tennessee Association of Extension 4-H Workers, May 2009.
Meritorious Service Award, Epsilon Sigma Phi, 2008.
Distinguished Service Award, National Association of Extension 4-H Agents, October 2007.
Institute of Agriculture Team Award, Gamma Sigma Delta, Agriculture and Food Vulnerability Assessment Program Project Team, 2007.
Distinguished Service Award, Tennessee Association of Agricultural Agents and Specialists, 2006.
Meritorious Service Award, Specialist Region, Epsilon Sigma Phi National Honorary Extension Fraternity, 2005.
Dutch and Marilee Cavender Award for Best Educational Publication, University of Tennessee Institute of Agriculture, 2001.
Outstanding Young Agent Award, Tennessee Association of Agricultural Agents and Specialists, 2000.
State Mid-Career Award, Epsilon Sigma Phi National Honorary Extension Fraternity, 1998.
Dutch and Marilee Cavender Award for Best Educational Publication, University of Tennessee Institute of Agriculture, 1997.
Oregon State University Extension Search for Excellence Award, 1996.
First Place Poster, National Association of County Agricultural Agents Association Annual Meeting, 1996.

Community Service and Activities

Riverdale Community Fair, livestock exhibit, 2005 - 2010.
Riverdale Baptist Church, 2001 - present.
Children enrolled in Knox County 4-H Sheep and Horse Projects, 1996 - 2015.
Field Trip Coordinator, Sunnyview Primary School, Knoxville, Tennessee 1996 - 2001.
APPENDIX A

PROFESSIONAL IMPROVEMENT


Funding Research and Extension to Assure the Future of U.S. Agricultural Competitiveness,

Southeast Natural Resources Leadership Institute, 2004.


University Leadership Series (four, half-day seminars), Knoxville, Tennessee,
November-December 2002.


Extension Staff Development Conference, Celebrating Traditions and Transitions,

American Agricultural Economics Association Annual Meeting, Tampa, Florida,
July 30 - August 2, 2000.

Southern Agricultural Economics Association Annual Meeting, Lexington, Kentucky,

Specialist Staff Conference, Facing Our Future: Programming Decisions, Knoxville, Tennessee,

American Agricultural Economics Association Annual Meeting, Nashville, Tennessee,
August 8-10, 1999.

Southern Agricultural Economics Association Annual Meeting, Memphis, Tennessee,
February 1-3, 1999.

Extension Staff Development Conference, The Internet: The World at Your Fingertips,

American Agricultural Economics Association Annual Meeting, San Antonio, Texas,

Southern Extension Farm Management Committee, Gatlinburg, Tennessee, June 17-19, 1996.


Extension Annual Conference, Corvallis, Oregon, December 6-9, 1993.


Western Extension Farm Management Committee, Tucson, Arizona, January 3-6, 1987.


Western Extension Farm Management Committee, Honolulu, Hawaii, January 10-13, 1984.


Southern Agricultural Economics Association Annual Meeting, Atlanta, Georgia, February 6-9, 1983.
APPENDIX B

INVITED PRESENTATIONS


“Forage Production Costs” and “MaxQ Cost Analysis.” Tennessee Cattlemen’s Association Annual Meeting and Convention, Cookeville, Tennessee, October 26, 2000.


“Managing Change in Agriculture.” Mid-Central Section of the National Society of Accountants for Cooperatives, Annual Meeting, Gatlinburg, Tennessee, June 25, 1999.


"The Economics of Oregon Agriculture," Farm Bureau Summer Agriculture Institute, Corvallis, Oregon, June 22, 1993.


"Grass Seed Production Costs." Oregon Farm Bureau Summer Agriculture Institute, Tangent, Oregon, June 18, 1990.


"Farm Machinery Economics." Oregon Farm Bureau Summer Agriculture Institute, Albany, Oregon, June 22, 1989.


APPENDIX C

EXTENSION PUBLICATIONS AND TRADE ARTICLES

Extension Publications


Cross, Tim L. "How Much is Too Much to Pay for a Cow?" OSU Extension Service Market Newsletter, (February 1988).


"4-H Introduction to Computers." Adapted Alan Snider and Tim Cross. PNW 252, (July 1984).
Articles in Trade Publications


APPENDIX D

EXTENSION TRAINING SESSIONS


“Whole Farm Planning and Improved Management Information Systems.” Pathways to Success Sustainable Agriculture Video Series Training, Kentucky Leadership Development Center Training, Faubush, Kentucky, March 12-13, 1998.


“Characteristics of Long Term Profitability” and “New Swine Budgets.” District II Swine Inservice, Nashville, Tennessee, October 9, 1996.

“Characteristics of Long Term Profitability” and “New Swine Budgets.” District I Swine Inservice, Jackson, Tennessee, October 8, 1996.


“Livestock Budget Update.” Area Specialist - Farm Management Workshop, Lebanon, Tennessee, May 1, 1996.


"Introduction to PLANETOR 2.0." Area Farm Management Specialist Inservice Training, Lebanon, Tennessee, September 21, 1994.


APPENDIX E

EXTENSION FARM MANAGEMENT AND COMPUTER PRESENTATIONS


“Forage Production Costs” and “MaxQ Cost Analysis.” Tennessee Cattlemen’s Association Annual Meeting and Convention, Cookeville, Tennessee, October 26, 2000.


“Whole-Farm Planning and BMPs for Beef Cattle Producers.” BMPs for Cattle Producers, A Farm-Based Workshop, Northwest Georgia Experiment Station, Calhoun, Georgia, May 25, 2000.
“Making Presentations: Tips, Tools, and Techniques.” Tennessee Association of Agricultural 
Agents and Specialists Annual Meeting, Fall Creek Falls State Park, Tennessee, 
April 19, 2000.

“Analyzing Beef Cattle Profitability.” Washington County Cow College, 
Johnson City, Tennessee, April 18, 2000.

“Tennessee MANAGE Program.” Claiborne County Lender Meeting and Listening Session, 

“Problems in Crop Enterprise Budgeting.” Organized Symposium, Southern Agricultural 

“Using the Beef Systems Computer Program to Improve Decision Making by Producers.” 
Forage Crop Research and Recommendation Meetings, December 8, 1999.

“Fall, 1999 Forage Economic Issues.” Crop and Livestock Outlook Teleconference, 
Knoxville, Tennessee, September 17, 1999.

“Economics of Buffer Strips.” Conservation Buffer Field Day, Clarksville, Tennessee, 
August 26, 1999.

“Save the Hay You Store: Barn and Cover Costs.” Hay Equipment Field Day, Middle Tennessee 
Experiment Station, Spring Hill, Tennessee, June 23, 1999.

“Analyzing Beef Cattle Profitability.” Small Business Development Week in Humphreys 

“Information Management for Cow/Calf Operations.” Claiborne County Beef Cattle Meeting, 

“Evaluating Cow/Calf Performance Using Production Records and THE Beef Cattle fIRM.” 
Greene County Master Livestock Volunteer Class, Greeneville, Tennessee, 

“New Farm Management Decision Aids.” MANAGE Makes a Difference, 

“New Farm Management Decision Aids.” MANAGE Makes a Difference, 

“Evaluating Cow/Calf Performance.” Claiborne County Beef Cattle Meeting, 

“Managing to Survive.” Tennessee Pork Producers Association Annual Meeting, 


“Economics of Forage Production” and “Feeding Quality Forages.” Tri-County Forage Shortcourse, Pulaski, Tennessee, February 27, 1997.


“The Role of Communications in Management.” Panel presentation and moderator, Agri-21 Conference, Arden, North Carolina, August 1, 1996.


“Producing Quality Forages to Manage Winter Hay Costs, and Opportunities for a Summer Backgrounding Program.” A Search for Profit from Beef Cattle -- Improved Production, Management, and Marketing, Interactive Television Program at eight sites in Tennessee, March 22, 1996.


“Economics of Hay Storage.” Tri-County Cattleman’s College, Lawrenceburg, Tennessee, February 1, 1996.


“Hay Production Costs.” Johnson County Extension Meeting, Mountain City, Tennessee, January 18, 1996.


“Overview of Agri-21.” Total Farm Management Field Day, Davidson Family Farm, Rogersville, Tennessee, April 21, 1995.


"Overview of Seasonal Agricultural Labor in Oregon." Conference on Rural Poverty, Corvallis, Oregon, April 22, 1993.

"Computer Applications for Small Farm Management." Polk County Small Farm Workshop, Dallas, Oregon, March 27, 1993.


"Introduction to Computers Workshop." Crook and Deschutes County Extension Offices, Redmond, Oregon, October 18, 1985.


"Introduction to Computers in Farm Management." Sherman County Computer Workshop, Moro, Oregon, March 6, 1984.


"Farm Record Keeping Using dBASE II." Umatilla County Extension Workshop, Hermiston, Oregon, December 8-9, 1983.
"Computers in Farm Management." LaGrande Farm Trade Show, LaGrande, Oregon, November 11-12, 1983.

"Computer Hardware and Software." Seminar for Port Managers, Corvallis, Oregon, October 24, 1983.

"Computers - How Do They Work?" Extension Sea Grant training, Corvallis, Oregon, October 20, 1983.


"Introduction to the 4-H Computer Project." Pilot counties, Oregon 4-H Computer Project, Corvallis, Oregon, September 21, 1983.


"Microcomputer Workshop." College of Agricultural Sciences, Corvallis, Oregon, September 9-12, 1983.


**APPENDIX F**

**OREGON ENTERPRISE BUDGETS**


For several months, we have been discussing the need to separate the position of Secretary from the position of General Counsel because the responsibilities of these key University Officers demand far more than a single full-time position. Catherine Mizell has held both positions for more than 16 years and has been willing to work long hours to carry out the responsibilities of both. We believe now is the time to separate the positions to allow adequate time and attention to be devoted to the distinct and critical responsibilities of each position. In particular, we believe the Secretary needs to be a full-time position that can provide support to all Trustees on a regular basis and assist the leadership of the Board in promoting more effective governance. The large and geographically diverse nature of the Board presents a significant challenge to ensuring adequate communication of information the Trustees need to exercise their fiduciary responsibilities effectively. A position dedicated full time to the Board will facilitate the flow of information and provide other governance, administrative, and legal support to the Board.

To accomplish this reorganization, Catherine will continue full-time as Secretary with additional duties as Chief of Staff and Special Counsel to the Trustees, effective January 1, 2017. This will allow the Board and the University to retain the value of Catherine’s extensive knowledge of the University and her legal expertise. For the short term, her role as Special Counsel will include working closely with the General Counsel to ensure a smooth transition; for the long term, she will provide legal advice to the Board with respect to governance and provide other legal services, in coordination with the General Counsel. Duties and responsibilities of this full-time position are outlined in the following position description.

The duties and responsibilities of General Counsel will be reassigned to Matthew Scoggins (who currently holds the title Deputy General Counsel). President DiPietro
recommends Matthew’s promotion to General Counsel, effective January 1, 2017. Matthew was one of the top two graduates in the College of Business at UT Knoxville in 1999 and one of the top 15 graduates overall. He graduated first in his class from the UT College of Law (1/160) in 2003 and practiced with law firms in Atlanta and Knoxville before joining the Office of the General Counsel in June 2008. Matthew has consistently been a top performer, which led Catherine to promote him to Deputy General Counsel in April 2015. President DiPietro has had the opportunity to work directly with Matthew and has developed strong confidence in his counsel and commitment to the best interests of the University. A copy of Matthew’s résumé is included in the materials.

Based on the market analysis included in the materials, President DiPietro recommends the following initial compensation for Matthew as General Counsel: (1) a base salary of $23,750.00 per month ($285,000.00 annualized); and (2) a non-accountable expense allowance of $416.67 per month ($5,000.00 annualized). Matthew will also be eligible for a potential annual performance incentive payment of up to 15% of base salary, payable in three installments over three years.

MOTION: I move that the Board of Trustees adopt the following Resolution:

RESOLVED: The President’s recommendation for the appointment and initial compensation of Matthew M. Scoggins, III as General Counsel pursuant to the reorganization described in the meeting materials is approved.
December 8, 2016

Matthew M. Scoggins, III, J.D.
Deputy General Counsel
Office of the General Counsel
100 Andy Holt Tower
Knoxville, Tennessee 37996

Dear Matthew,

It is my pleasure to offer you the position of General Counsel for The University of Tennessee, effective January 1, 2017, subject to the terms and conditions outlined in this letter and subject to approval by the Board of Trustees at a called meeting to be held on December 15, 2016.

Your initial base salary as General Counsel will be $23,750.00 per month (an annualized salary of $285,000.00). You will receive a non-accountable expense allowance of $416.67 per month to assist you in meeting expenses incurred in fulfilling your official responsibilities. Beginning July 1, 2017, you will be eligible to participate in a Board-approved annual performance incentive payment plan for University Officers that may be in effect from time to time, with the opportunity to earn an incentive payment of up to 15% of your base salary for achievement of Board-approved performance goals.

The position of General Counsel is without tenure, without a definite term, and at the will of the President. The President will review your performance annually.

I look forward to working with you and seeing a continuation of the outstanding work of the Office of the General Counsel.

All the best,

[Signature]

Joseph A. DiPietro
President

cc: General Counsel Catherine Mizell
Vice President Linda Harig

ACCEPTANCE: I accept the appointment to serve as General Counsel of The University of Tennessee under the terms and conditions outlined above and with the understanding that the offer is not binding until the appointment and compensation is approved by the Board of Trustees.

[Signature] Matthew M. Scoggins, III

12/9/16

Date
### UNIVERSITY OF TENNESSEE

**General Counsel**

#### Incumbent: Catherine Mizell

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<th>Current Base Pay (FY2016)</th>
<th>Allowance</th>
<th>Housing Expense</th>
<th>Mobile Phone</th>
<th>Employer Contribution</th>
<th>Employer Compensation</th>
<th>Retention Pay</th>
<th>Longevity/Federal Step</th>
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**Salary Components:**
- **Current Base Salary:** $596,630
- **Employer Contribution:** $454,200
- **Housing Expense:** $280,704
- **Deferred Compensation:** $308,728
- **General Bonus:** $280,504
- **Longevity/Federal Step:** $314,328
- **Mobile Phone:** $259,572
- **Retirement:** $206,088
- **Employer Contribution:** $259,380
- **TBD:** $235,380

#### President's Staff

- Chancellor UT Health Science Center
- Chancellor UT Knoxville
- Interim Chancellor UT Institute of Agriculture
- Chancellor UT at Chattanooga
- Interim Chancellor UT at Martin
- Executive Vice President and Chief Operating Officer
- Sr. VP & VP for Research, Outreach & Economic Development (Includes Administrative Assignment - $50,000)
- Vice President for Government Relations
- *Vice President for Human Resources
- Vice President for Institute of Public Service
- Vice President & General Counsel
- Vice President for Development & Alumni Affairs & Program, President and CEO of UT Foundation
- **Interim Treasurer & Chief Financial Officer (Includes Administrative Assignment - $57,743)
- **Vice President for Academic Affairs & Student Success
- Executive Assistant to the President

*Salary is for System Vice President Human Resources (HR), System Equity & Diversity and UTK Vice Chancellor for HR

**Salary is for System Chief Financial Officer and System Treasurer

#### MARKET DATA:

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**RECOMMENDATION:** $270,000 - $300,000
MATTHEW M. SCOGGINS, III
1560 Staffwood Rd ▪ Knoxville, TN 37922 ▪ 865-599-5679 ▪ scoggins@tennessee.edu

LEGAL EXPERIENCE

UNIVERSITY OF TENNESSEE SYSTEM, Knoxville, TN

Deputy General Counsel
May 2015 – Present

Assistant General Counsel
June 2008 – April 2015

Advised and represented four campuses and three institutes of a statewide system of public higher education, including the University of Tennessee, Knoxville, the state’s land-grant institution.

- Primary areas of advice and representation included student and academic affairs, athletics, legislative affairs, constitutional law, campus police, employment issues, and compliance with various state and federal laws, including Title IX, the Tennessee Public Records Act, the Clery Act, FERPA, Executive Order 11246, and the Americans with Disabilities Act;
- Advised and assisted the University’s government relations office, including drafting and analyzing legislation, meeting with federal and state legislative officials, and testifying before state legislative committees;
- Advised the University’s Board of Trustees on matters including student affairs, athletics, legislative affairs, and compliance with various state and federal laws;
- Supervised attorneys and administrative staff handling matters relating to student and legislative affairs;
- Advised and represented campuses on NCAA compliance matters, including six NCAA investigations and a hearing before the NCAA Committee on Infractions;
- Drafted system and campus student, employment, fiscal, and safety policies, including codes of conduct and policies concerning Title IX and the Clery Act;
- Advised and represented campuses in connection with discrimination complaints made to the U.S. Department of Education’s Office for Civil Rights and an audit conducted by the Office of Federal Contract Compliance Programs;
- Trained employees on various legal issues, including Title IX, the Clery Act, FERPA, the Tennessee Public Records Act, Executive Order 11246, and the Americans with Disabilities Act;
- Advised and represented campuses in Uniform Administrative Procedures Act hearings and rulemaking proceedings; and
- Drafted employment agreements for athletics coaches and athletics directors.

BASS, BERRY & SIMS PLC, Knoxville, TN

Associate – Litigation Group

Advised and represented public and private companies in a wide variety of employment, tort, commercial, and civil rights litigation matters, including arguing cases in Tennessee state and federal court and the United States Court of Appeals for the Sixth and Eleventh Circuits, taking and defending over 100 depositions, and drafting complex civil litigation motions, pleadings, and discovery; acted as lead attorney and obtained a jury verdict against a perpetrator of domestic violence; acted as second chair in a federal jury trial concerning violation of a client’s right to free expression; took discovery for a Fortune 500 pharmaceutical company in defense of a national products liability class action; conducted internal investigations concerning allegations of employment discrimination; created and conducted training for a Fortune 500 company on the Americans with Disabilities Act.
ALSTON & BIRD LLP, Atlanta, GA   Sept. 2003 – Aug. 2004*

Associate – Labor & Employment Group

Advised and represented national public and private companies in a wide variety of employment, civil rights, and commercial litigation matters, including the defense of a class action for a national restaurant chain and the defense of an OSHA citation for a national manufacturer; drafted complex civil litigation motions, pleadings, and discovery; assisted with document production in discovery; drafted correspondence with clients and opposing counsel; performed legal research and drafted memoranda of findings; prepared articles for client newsletter.

EDUCATION

THE UNIVERSITY OF TENNESSEE COLLEGE OF LAW, Knoxville, TN
Doctor of Jurisprudence, with highest honors, received May 2003
Class Rank: 1 out of 160
Outstanding Graduate; International Academy of Trial Lawyers’ Award; John W. Green Scholarship; H.L. Hendricks Memorial Scholarship; Dean’s List; Knoxville Auxiliary to the Tennessee Bar Association Award.

THE UNIVERSITY OF TENNESSEE, Knoxville, TN
Bachelor of Science, Marketing, with highest honors, received December 1999
Grade Point Average: 3.96/4.0
Honored as one of the top two graduates in the College of Business; one of the top 15 graduates at The University of Tennessee, Knoxville; Bicentennial Scholarship Recipient; Col. S.H. Lockett Scholarship Recipient; Golden Key National Honor Society; Gamma Beta Phi National Honor Society; Executive Undergraduate Program; Phi Kappa Phi Honor Society; Dean’s List; Tennessee Alumni Scholarship Recipient; Executive-in-Residence Program.

LICENSES AND ADMISSIONS

Licensed to practice law in the states of Georgia and Tennessee; admitted to practice law before the United States Court of Appeals for the Sixth and Eleventh Circuits and the United States District Courts for the Eastern District of Tennessee and the Northern District of Georgia.

*Left Alston & Bird LLP to move to Knoxville, TN in order for wife to attend law school
Position Description
Secretary, Chief of Staff, and Special Counsel
The University of Tennessee Board of Trustees

General Description:

Reporting directly to the Vice Chair of the University’s Board of Trustees, this position provides administrative and legal support for the work of the Board to promote effective governance of the University.

Principal Duties and Responsibilities:

Governance

- Maintains a broad understanding of the University and the Board’s fiduciary responsibilities.
- Serves as the principal liaison between the Board and the University administration.
- Supports decision-making and effective governance by facilitating communication to ensure the Board has information necessary to carry out its fiduciary responsibilities with due diligence; conducts independent research and analysis, as needed, in providing information to the Board.
- Reviews and recommends new or revised policies and procedures to enhance effective governance and management of the University.
- Provides governance support to the Board by staffing the Executive and Compensation Committee and the Trusteeship Committee.
- Assists the Board in carrying out special projects and initiatives.
- Designs and conducts an orientation program for new Trustees; plans and facilitates continuing education programs for all Trustees.
- Promotes Board compliance with all applicable legal requirements in coordination with the General Counsel.
- Prepares and maintains minutes of all meetings of the Board, the Executive and Compensation Committee, and the Trusteeship Committee; maintains the minutes of all other committees of the Board.
- Maintains the Bylaws of the University and all amendments.
- Carries out all other duties specified in the Bylaws for the office of Secretary related to the business of the Board and the legal and corporate status of the University.

Special Counsel

In coordination with the General Counsel:
- Provides legal advice to the Board with respect to the Governance matters listed above.
- Provides legal advice to the Board and University administration on the application of the Bylaws and Board policies and procedures.
- Provides other legal services to the Board, including advising on such issues as open meetings, public records, and standards of conduct.
Administrative Support for Meetings and Events

- Provides or oversees administrative and logistical support to the Board for all Board and committee meetings and events.
- Actively participates in long range planning for Board meetings, focusing on strategic priorities.
- Assists the Vice Chair in developing the agenda for Board meetings and meetings of the Executive and Compensation Committee and coordinates with the President; assists the Trusteeship Chair in developing the Trusteeship agenda.
- Oversees committee staff in providing administrative support for committees.
- Coordinates and oversees material provided to the Board for action and information items, including reviewing content for completeness, accuracy, and effectiveness.
- Oversees follow-up on action items from Board and committee meetings.

Budget Responsibilities

- Administers the annual operating budget for the Board of Trustees within applicable policies and procedures.