AGENDA

I. Call to Order

II. Roll Call

III. Appointment, Initial Compensation, and other Terms of Employment of the Chancellor of The University of Tennessee, Knoxville, including Grant of Tenure in a Faculty Appointment—Action/Roll-Call Vote

IV. Adjournment*

*No other business can be considered at this special meeting.
AGENDA ITEM SUMMARY

Meeting Date: May 3, 2019

Item: Appointment, Initial Compensation, and other Terms of Employment of the Chancellor of The University of Tennessee, Knoxville

Type: Action

Presenter: Randy Boyd, Interim President

As authorized by the Bylaws of the Board, the Chair has designated this item for action by the Board without prior review and recommendation by the Executive Committee.

In the following memorandum, Interim President Boyd recommends appointment of Donde A. Plowman as the next Chancellor of The University of Tennessee, Knoxville. The memorandum recommends initial compensation and other terms of employment and references a compensation market comparison included in the supporting materials. The offer letter is included and has been accepted by Dr. Plowman, subject to approval by the Board. Her full curriculum vitae is also included.

Interim President Boyd also recommends that tenure be granted to Dr. Plowman in a full-time faculty appointment in the Department of Management in the Haslam College of Business. In accordance with the Board’s tenure policy, Interim President Boyd’s memorandum affirms that (1) Dr. Plowman currently holds tenure at the University of Nebraska-Lincoln and could not have been recruited to UT Knoxville without the grant of tenure; and (2) all procedures required for the granting of tenure upon initial appointment have been followed.

The Chair will call for a motion to adopt the following Resolution:

Resolved: The Board of Trustees approves the appointment of Donde A. Plowman as Chancellor of The University of Tennessee, Knoxville, effective July 1, 2019, with the initial compensation and other terms of employment presented in the meeting materials; and

Further Resolved: The Board of Trustees grants tenure to Donde A. Plowman in a full-time faculty appointment as Professor in the Department of Management in the Haslam College of Business at The University of Tennessee, Knoxville, with no additional compensation for the faculty appointment while serving as Chancellor; upon the conclusion of her administrative service as Chancellor, if Dr. Plowman chooses to remain as a member of the faculty, her compensation in the full-time tenured faculty appointment, on the basis of an academic year (nine months), will be set by the Board of Trustees in accordance with the then-current Board policy on Setting Faculty Salaries upon Conclusion of Administrative Appointments.
OFFICE OF THE PRESIDENT

May 3, 2019

Dear Trustees,

Following a comprehensive national search, I recommend the appointment of Dr. Donde Plowman as Chancellor of the University of Tennessee, Knoxville, effective July 1, 2019 with the following compensation:

**Base Salary:** $50,000 per month (annualized salary of $600,000.00)

**Housing allowance:** $1,666.67 per month less applicable taxes.

**One-time moving allowance:** $35,000.00 less applicable taxes, to be used for relocation and travel expenses.

Potential for annual performance incentive compensation under a plan to be proposed by the President to the Board:

Beginning July 1, 2020, for FY2020-21 and FY2021-22, Dr. Plowman will be eligible to participate in a Board-approved annual performance incentive compensation plan with the opportunity to earn incentive compensation (Up to 10% for FY 2020-21 and up to 15% after FY 2021-22) for achievement of Board-approved performance goals. Terms and conditions of incentive compensation beyond FY2021-22 also will be determined by the Board.

Additionally, I am requesting approval for expedited tenure in a faculty appointment as Professor in the Haslam College of Business at The University of Tennessee, Knoxville. Dr. Plowman is currently a tenured Professor in the College of Business at The University of Nebraska-Lincoln and it would not be possible to recruit her to this position with an offer of tenure. She will receive no additional compensation for the faculty appointment while serving as Chancellor; upon leaving the position of Chancellor, Dr. Plowman’s compensation in the full-time faculty appointment will be established in accordance with the University’s then- policy BT0023 (Setting Faculty Salaries Upon Conclusion of Administrative Appointments). Documentation of compliance with all campus tenure review and recommendation procedures is included with this recommendation.

Copies of the offer letter and Dr. Plowman’s curriculum vitae are attached. Dr. Plowman has over thirty years of experience in higher education as a faculty member and administrator. She has mostly recently serves as the executive vice chancellor and chief academic officer at the University of Nebraska-Lincoln. In this role, she oversees academic affairs, student affairs, Office of Research Economic Development and the Office of Diversity and Inclusion. Prior to being named executive
vice chancellor, she served for more than six years as the James Jr. and Susan Stuart Dean of the College of Business Administration at the University of Nebraska-Lincoln, the ninth dean in the college’s history. Under Plowman’s leadership, the college increased enrollments by 35 percent in six years, added 70 new faculty, created several new academic programs, including the College of Business Honors Academy, the Clifton Strengths Institute and many student services. She led a major fundraising effort that resulted in nearly $150 million, including $84 million for a new building that opened in August 2017. In that time period the college moved up in the US News & World Report rankings of undergraduate business programs from No. 72 to No. 45. Prior to coming to Nebraska, Plowman was on the management faculty at the University of Tennessee, Knoxville, where she served two years as department head of the Department of Management. She received her doctorate in strategic management from the University of Texas at Austin. She began her academic career at the University of Texas at San Antonio as an assistant professor of management and advanced to the position of professor and associate dean for graduate studies and research, where she was responsible for the creation of the doctorate degree in business.

Dr. Plowman received her undergraduate degree with a major in English from Southern Methodist University in Dallas, Texas. She holds a M.Ed in Higher Education Administration from the University of North Texas.

Her student-first approach, her reputation as a dynamic leader and collaborator, and her great love for the University of Tennessee, where she served previously on the faculty and as Department Head of the Management Department in the Haslam College of Business, will be great assets as we work together to advance the University of Tennessee and the state of Tennessee for many years to come.

Sincerely,

Randy Boyd
President
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Note: salaries highlighted in yellow were not aged - actual salaries

Auburn - Leath 7/16/2017; Supplemental Retirement-$250,000 continues for 3 years; initially funded with $500,000; receives 5% of salary for car allowance

Clemson - Contract recently extended to 2022; Deferred Comp - $550,000 vested after 3 years & can draw annuity after retirement

Iowa State - Wintersteen hired 11/20/18 at $525,000 first year, second year $550,000, third year $590,000; Deferred Comp pays out before 5 year contract is over pays - it is paid after year 3

University of Missouri - Foley (Interim) - paid same salary as previous president ($459,000) last day 5/3/17 - new chancellor Cartwright began August 2017; retention bonus eligible after 5 years - $125,000; transportation funds $15,000

University of Nebraska - Lincoln - Perlman retired 6/30/16 and Green effective 7/01/16 - no housing or car - Perlman previously had both

University of South Carolina - Pestilides retiring at end of academic year 2018-2019; Received $100,000 salary increase for 2017-2018 & 2018-2019.
April 26, 2019

Dr. Donde Plowman

Dear Donde,

It is my pleasure 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 University of Tennessee Board of Trustees at a special meeting to be called on INSERT BOT MEETING DATE.

The effective date of your appointment will be July 1, 2019. Your initial compensation package as Chancellor consists of the following:

1. Base salary: $50,000 per month (annualized salary of $600,000.00).
2. Housing allowance: $1,666.67 per month less applicable taxes.
3. One-time moving allowance: $35,000.00 less applicable taxes, to be used for relocation and travel expenses.
4. Potential for annual performance incentive compensation under a plan to be proposed by the President to the Board:* Beginning July 1, 2020, for FY2020-21 and FY2021-22, you will be eligible to participate in a Board-approved annual performance incentive compensation plan with the opportunity to earn incentive compensation (Up to 10% for FY 2020-21 and up to 15% after FY 2021-22) for achievement of Board-approved performance goals. Terms and conditions of incentive compensation beyond FY2021-22 also will be determined by the Board.

As a full-time employee, you are also eligible for various benefits including comprehensive health insurance, retirement, paid time off, tuition waivers and discounts, in addition to other benefits. For additional information regarding benefits, please visit https://hr.tennessee.edu/benefits.

The University will reimburse travel expenses relating to your duties as Chancellor in accordance with the University’s travel policies (e.g., BT0003, BT0019, and FI0705), including travel expenses for your spouse for an event where spouses are expected to attend.

While you serve as Chancellor, the President will review your performance annually and may conduct a periodic comprehensive performance review. The President has the authority to increase your annual base salary in accordance with Article VI, Section 6.8 of the Bylaws of the Board of Trustees.
Article VI, Section 6.7 of the Bylaws of the Board states that the position of Chancellor reports directly and solely to the President and serves at the pleasure of the President. The position of Chancellor is without tenure and without a definite term. In accordance with Board of Trustees Policy 0006 (Policies Governing Academic Freedom, Responsibility and Tenure), I will seek consideration for you for tenure upon hire 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. Subject to tenure approval, should you choose to remain a member of the faculty at the conclusion of your administrative service, your appointment would revert to a full-time, tenured faculty appointment based on an academic year (9-month) appointment at an annual salary that is in accordance with the University's then-current policy BT0023 (Setting Faculty Salaries Upon Conclusion of Administrative Appointments).

While serving as Chancellor, you may serve on external boards or commissions with prior approval of the President and as governed by the University's Conflict of Interests policy (FI0125).

I look forward to working with you and seeing continuation of the great progress being made at UT Knoxville. To indicate that you agree to these terms and will accept this appointment upon approval by the Board of Trustees, please sign the following page and returned the signed letter to me.

Sincerely,

Randy Boyd
President

cc: General Counsel Matthew Scoggins
   cc: Human Resources

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, compensation and other terms of employment are approved by the University of Tennessee Board of Trustees.
Donde Plowman
Executive Vice Chancellor and Chief Academic Officer
University of Nebraska - Lincoln

The daughter of a Methodist minister and one of 11 children, Donde spent her childhood moving every four years and living in six different small towns in Oklahoma for her father’s job. After high school graduation, she moved to Dallas to attend Southern Methodist University, where she earned a bachelor’s degree in English. She continued her academic career at the University of North Texas, where she earned a master’s in Higher Education Administration, and the University of Texas at Austin, where she received her doctorate in strategic management.

She currently serves as executive vice chancellor and chief academic officer at the University of Nebraska-Lincoln. In this role, she is the number two administrative position for the campus and oversees academic affairs, student affairs, Office of Research Economic Development and the Office of Diversity and Inclusion.

Prior to being named executive vice chancellor, she served for more than six years as the James Jr. and Susan Stuart Dean of the College of Business Administration at the University of Nebraska-Lincoln. Under Plowman’s leadership, the college increased enrollments by 35 percent in six years, added 70 new faculty, created several new academic programs, including the College of Business Honors Academy, the Clifton Strengths Institute and many student services. She led a major fundraising effort that resulted in nearly $150 million, including $84 million for a new building that opened in August 2017. In that time period the college moved up in the US News & World Report rankings of undergraduate business programs from No. 72 to No. 45.

Prior to coming to Nebraska, Plowman was on the management faculty at the University of Tennessee, Knoxville from 2007 to 2010, serving as department head of the Department of Management for two years. She began her academic career at the University of Texas at San Antonio as an assistant professor of management and advanced to the position of professor and associate dean for graduate studies and research, where she was responsible for the creation of the doctorate degree in business.

A well-known scholar in the area of leadership and organizational change, Plowman’s research was featured in The Wall Street Journal in April 2012. Her publications have appeared in the Academy of Management Journal, Academy of Management Review, Organizational Science, Leadership Quarterly, Decision Sciences and several others. She was awarded one of the most highly coveted awards in her field – the Academy of Management Journal Best Paper award for her paper, “Radical Change Accidentally: The Emergence and Amplification of Small Change” in 2008.

In 2015, Plowman received the “Inspire Woman of the Year Award,” given by the Lincoln Journal Star. She has twice been named one of the 30 Most Influential Women in Lincoln and in 2016 received the Noddle Distinguished Development Service Award from the Nebraska University Board of Trustees in recognition of her fundraising efforts as dean of the College of Business.

Plowman is married to Dennis Duchon, a professor of management and department chair at the University of Nebraska-Lincoln. She has two sons Kevin Ashmos and an adopted son, Chijioke Onuoha, who reside in Austin, Texas. She lost a son, Christopher Ashmos, in a car accident in 2004.
Donde Plowman
Executive Vice Chancellor and Chief Academic Officer
University of Nebraska - Lincoln

Leadership Journey

What They’re Saying at Nebraska

System
Hank Bounds, President, University of Nebraska System
Donde is a real talent and passionate about what she does.

Susan Fritz, Executive Vice President and Provost, University of Nebraska System
Donde is driven, intentional and extraordinarily focused. She has restored strong relationships across the campus and with the System. She knows retention and graduation and understands the importance of both, and her efforts reflect that.

Donde makes “tremendous” hires! When they have interviewed Dean candidates and the college identifies their first choice, “she lands them every time.” She pays close attention to stakeholders and fosters strong relationships. Donde is strategic and knows how to raise money! She raised $84 million for a new building and transformed the College.

As Chief Academic Officer, Donde has invested strategically and differentially (as opposed to a peanut butter approach) to allow key programs to gain prominence and invested in opportunities to bring recognition to UNL. She is able to make tough decisions and is “deliberate and planful.” “If you want your campus to move, she will make it happen!” When UNL has faced incidents on campus, it has been Donde who has put herself out there. She held listening sessions and took action. She is able to quickly identify challenges and opportunities and take action.

When asked about what they would miss most... We would miss her energy, focus on the future, ability to help others focus, and intentionality. “She would be sorely missed!”
Donde Plowman  
Executive Vice Chancellor and Chief Academic Officer  
University of Nebraska - Lincoln

Chris Kabourek, Chief Financial Officer, University of Nebraska System  
Donde has an impressive ability to create a vision and lead toward that vision. She led the effort to secure $84 million in gifts for the new business school facility, and has done a great job bridging the gap in Omaha. The money in the state is more in Omaha than Lincoln, and there has always been a rivalry of sorts. She has been able to raise money in Omaha for Lincoln.

Campus  
Ronnie Green, Chancellor, University of Nebraska-Lincoln  
Donde has good political saavy. You’re not going to find anyone better with external audiences. She shines with substance with donors and alumni.

Michael Zeleny, Chief of Staff and Associate to the Chancellor, University of Nebraska-Lincoln  
On the Dean side, she was absolutely amazing. She took a college that was not necessarily in the wrong place but not moving as fast as it needed to and reinvigorated it and the faculty. She did a good job of fundraising. And, ultimately, that area was completely transformed. As Dean, her collaborations were often more with community partnerships and really externally focused. Much of the internal focus came through the associate deans. When she moved into her current role, her approach was a mirror image of that and she became more internal than external, but still collaborating extensively with internal stakeholders as well as external ones. She has also maintained a strong emphasis on diversity and inclusion.

Looking over her two positions here, she has been phenomenal in terms of her leadership style. Her approach is reflected in her Twitter handle #startsomething. Watching her has been awe-inspiring to say the least. In terms of her leadership as Provost—all I can say is some people are just born to be a number, but she was born to be a leader. She has charisma, drive, passion, she brings people along with her. She is strong but can be soft when she needs to be.

She’s been a wonderful community member. While she expects a lot of others, there’s no one she expects more of than herself. Again, it sounds really cliché, but she really is a born leader. I would have all the confidence in the world in her leadership as Chancellor. She has made amazing partnerships and relationships within the community, and she is well respected in both the town and gown.

Bill Nunez, Interim Vice Chancellor for Business and Finance, University of Nebraska - Lincoln  
Donde is a class-act, quality person, dynamic, and has had staggering accomplishments. She quickly adapts to change is able to focus on the critical elements of a situation or problem; is a strategic thinker and visionary; and asks, and is not afraid of, hard questions. She has been an extraordinary fund raiser for the College of Business.

When she was promoted to executive dean, she really stepped up as a campus leader. He thinks she will be an even better chancellor because she is a strategic thinker and her ideas, focus, and drive can benefit the whole campus. She will fit into the System well. As a business leader she sees the value in system-wide operational efficiency. Losing Donde would be a big loss for UN-L.
Donde Plowman  
Executive Vice Chancellor and Chief Academic Officer  
University of Nebraska - Lincoln

Donde Plowman is a great communicator. Upbeat, future leaning, collaborative and a great champion for the university. She said her greatest strength is that she’s strategic. She’s not afraid to handle the tough issues, and she seeks counsel before reacting. She said she would be sad to lose her. She’s done a fantastic job seeking strategic alignment across the campus and looking at ways to operate more efficiently.

Bill Moos, Athletic Director, University of Nebraska - Lincoln
Donde is an “All-Star”. She has helped them expedite some athletics friendly initiatives, she is very good with external communications and community outreach, and that is high energy and gets things done.

Mike Boehm, Vice Chancellor, University of Nebraska Institute for Agriculture
Donde is an outstanding leader who does a great job leading up. Works well with other administrators. Sets directions and communicates well, sends out monthly articles/messages about strategic plans, leadership, and organizational change. Disagreement is not punished but used as input for refining or changing directions. Appreciates the land grant mission. Communicates very effectively with stakeholders. Do not want to see her leave UNL.

Ann Reese, Dr. Plowman’s Executive Assistant, University of Nebraska - Lincoln
Ann has been an executive assistant for 20 years. She has worked in the corporate world and higher ed. Dr. Plowman is the best she has ever worked for. She is easy going, communicates regularly, has an open door policy, kind and generous. Dr. Plowman is very focused. Some Executives are hard to manage, but she is easy. She has changed the office atmosphere/culture and added positivity and warmth. She is genuine and is fun to come to work for every day.

Her final words where that she would hate to see Dr. Plowman go. She is empowering to others and because of her warmth and kindness, it makes her want to work harder. The level of trust that Dr. Plowman has for Ann is higher than any other executive she has worked for. It makes her job easier and gives her confidence in her position.
DONDE ASHMOS PLOWMAN
Executive Vice Chancellor & Chief Academic Officer
University of Nebraska-Lincoln

UNIVERSITY LEADERSHIP EXPERIENCE

Executive Vice Chancellor & Chief Academic Officer         Jan. 2017 - present
University of Nebraska-Lincoln

I lead teams of leaders – 3 vice chancellors, 11 deans, 7 assistant/associate vice chancellors – in overseeing academic programs, growing the research enterprise, recruiting, enrolling, welcoming students to a vibrant and supportive campus life. Direct reporting units include 8 colleges, Raikes School of Computer Science & Management, library, student enrollment management, global studies, graduate education, student affairs, research & economic development, office of diversity & inclusion, institutional effectiveness, University Honors program.

Campus Planning & Administration
- Led campus strategic planning effort in preparation for 150th anniversary; co-chaired 150-person commission that developed a bold vision for UNL’s future.
- Leading campus effort to create efficiencies through shared administrative services.
- Led campus task force on budget allocation model that recommended a hybrid-responsibility centered management approach; now part of team developing new model.
- Helping lead $85 million campaign for new Engineering Building; working with chancellor on other fundraising priorities.
- Work closely with Athletics Department to continue to grow culture of excellence between academics and athletics.
- Co-led new campus branding effort – “In our grit, our glory”

Building Community
- Launched campus-wide leadership development initiative - #WillingnessToAct – that includes extensive leadership training for deans, associate deans, department chairs, professional staff, and aspiring faculty.
- Created monthly Faculty Club Nights for faculty to get to know one another.
- Launched ‘The Laurels,’ an annual faculty recognition event.
- Launched “Let’s Talk,” a coffee & conversation series with faculty in their colleges.
- Established EVC Office Hours for anyone to drop in and visit without appointment.

Student Life
- Grew student enrollments to largest historic freshmen classes in last two years.
• Hosted “Husker Dialogues” with 3,200 students attending to learn how to have difficult conversation and civil discourse.
• Launched “First Gen,” a program bringing first generation students and faculty together.
• Launched “First Husker,” a unique orientation experience for first generation students.
• Initiated #GreekVitality to strengthen Greek culture.
• Oversaw major re-structuring of Student Affairs division, including development of mental health support program called Big Red Resilience.
•Founded EVC Student Advisory Board.

Research & Innovations
• Oversaw 8% increase in total research awards in two years.
• Record number of Fulbright awards and National Merit Scholars in 2018.
• New undergraduate program: BFA in Emerging Media Arts in Johnny Carson Center of Emerging Media and several other new programs.
• Created the first Office of Diversity & Inclusion; hired inaugural Vice Chancellor for Diversity.

James R. & Susan Stuart Endowed Dean      July 2010-Jan. 2017
College of Business, University of Nebraska-Lincoln

Fundraising
• Raised $150 million in six years for capital, program, faculty, student support.
• Successfully led fundraising for $84 million COB building – Hawks Hall.
• Oversaw the planning and design of 240,000 square foot new building, opened in 2017.

Enrollments
• 26% increase from 3,317 in 2010 to 4,196 in 2016
• 57% increase in 1st-time freshmen from 465 in 2010 to 731 in 2016
• 41% increase in number of minority students

New Programs
• Minor in Business with 1,000+ students
• COB Honors Academy
• Supply Chain Management and Entrepreneurship majors
• Professional Enhancement Program for all undergraduates (four 1-hour course sequence required of all students for career preparation)
• Master’s in Business with concentration in Intercollegiate Athletics Administration
• Graduate certificates in Supply Chain Management and Business Analytics
• Professional Sales Center and certificate program
• Executive Education – custom and open enrollment programs
• Clifton Strengths Institute started Fall 2016, as result of $30 million gift from Gallup

**Student Services**
- Established Career Services Office at COB.
- Improved and expanded Student Advising.
- Established “Dream Big” – summer program to attract under-represented students.
- Expanded study-abroad opportunities; hired first Director of International Business.

**Faculty**
- Hired 70 new faculty in six years.
- Improved gender diversity from 28% women faculty in 2010 to 35% in 2016.
- Hired Director of International Business to expand college global engagement.
- Established summer research support program for research active scholars.

**Visibility**
- Monthly electronic newsletter, *Inside COB*, and quarterly research newsletter, *Contemporary Faculty Research* to alums, donors, campus partners, business deans
- Quarterly letter from dean to CBA parents
- Active social media presence for college – Twitter, Facebook, Linked-In, Instagram

**Outreach**
- Added new alumni advisory boards totaling 17 different boards.
- Conducted hundreds of one-on-one meetings with alums and Nebraska employers.
- Hosted COB alumni events in Denver, San Diego, Dallas, Houston, Minneapolis, Chicago, Milwaukee, New York City.
- COB Executive Power Lunches and Breakfasts featuring faculty experts.
- Women in Business Annual Breakfast for Lincoln & UNL communities.
- Conducted regular seminars in community on topics such as leadership, communication, negotiation, and innovation through Lincoln Chamber of Commerce, RISE, COB.
- Hosted numerous COB alumni re-unions and tailgates.
- Launched annual COB Partnership Summit for 200+ advisory board members each fall.

**Rankings/Prestige**
- Raised undergraduate business ranking from #72 to #45 (out of 450+ schools) in *U.S. News & World Report*.

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**Department Head, University of Tennessee, Knoxville** 2008-2010

**Department of Management, Haslam College of Business**

• United a department made up of three different groups of faculty that had recently been merged into one unit.
• Helped envision, plan, and implement the Center for Entrepreneurship & Innovation and hired founding Director of Operations, Tom Graves.
• Re-started a dormant doctoral program in Strategy, revised curriculum, recruited first two classes of students.

Associate Dean of Graduate Studies & Research 2000-2003
University of Texas at San Antonio

• Started a new PhD in Business program (with 4 tracks), hired faculty, developed curriculum, secured funding, and recruited the first two classes of students. Members of the first class are now tenured faculty at Alabama, Auburn, Nebraska.
• Created first-time college research standards and system for evaluating research.

OTHER ACADEMIC EXPERIENCE

Ralph & Janet Heath Professor in Management
University of Tennessee, Knoxville 2007-2010

Professor of Management, Department of Management, 2000 - 2007
University of Texas at San Antonio

Associate Professor of Management, Division of Management & Marketing, University of Texas at San Antonio 1994 - 2000

Visiting Associate Professor of Management, Department of Management, University of Texas at Austin 1995 - 1996

Visiting Associate Professor of Management Summer 1995
Helsinki School of Economics and Business

Assistant Professor of Management, Division of Management & Marketing, University of Texas at San Antonio 1988 – 1994

EDUCATION

Ph.D. Strategic Management, University of Texas at Austin, 1988
M.Ed. Higher Education Administration, University of North Texas, 1976
B.A. English, Southern Methodist University, 1974
TEACHING EXPERIENCE - Graduate, undergraduate, doctoral, and executive education courses in Organization Theory, Strategic Management, Organizational Decision Making and Organizational Behavior.

RESEARCH INTERESTS - Radical change and innovation in complex organizations; leadership and complexity science; organizational decision making, particularly the participation of individuals and groups in strategic decision making; organizational interpretation and mindfulness.

REFEREED PUBLICATIONS:


This paper was awarded the Academy of Management Journal Best Paper Award 2007.


This paper is the 2nd most cited paper in Journal of Management Inquiry (as of 3-11).


This paper received the 1996 Academy of Management Best paper Award of the Health Care Management Division.


(OTHER PUBLICATIONS AND RESEARCH DESCRIPTIONS AVAILABLE UPON REQUEST)

SELECTED EXECUTIVE EDUCATION ENGAGEMENTS

University of Nebraska Athletic Department
Bryan Health, Lincoln NE
Ameritas, Lincoln NE
Gulf States Toyota
Texas Instruments
M.D. Anderson Medical Center
Motorola
IBM
Banco Bamerindus, Curitiba, Brazil
Apple Computer, Austin, Texas
Bell Helicopter, Fort Worth, Texas
Halliburton Industries, domestic and international

AWARDS, HONORS, SPECIAL RECOGNITION

Awards
- Noddle Distinguished Development Service Award, Trustees, NU Foundation, 2016
- Lincoln Journal Star - 2015 Lincoln Woman of the Year Inspire Award
- MBA Association Teaching Award for “Best Electives” Professor, Spring, 2006.
- Finalist for Best Student Paper Award (co-authored), Management & Cognition Division, Academy of Management annual meeting, 2004.
- Best Paper Award for the Health Care Division of the Academy of Management, Cincinnati Meeting, 1996.
- President’s Distinguished Achievement Award for Research Achievement, 1995, UTSA
- College of Business Advisory Council Award for Teaching, Research and Service, 1995, UTSA
- College of Business Advisory Council Research Award, 1992, UTSA.

Honors
- Honorary Member of Mortar Board, University of Nebraska-Lincoln
- Honorary Member of Innocents Society, University of Nebraska-Lincoln
- Honorary Member of Delta Sigma Pi, University of Nebraska-Lincoln
- Beta Gamma Sigma
- Phi Kappa Phi Honor Society
COMMUNITY ACTIVITIES

- Member, Lincoln Chamber of Commerce Board
- Member, Lincoln Chamber Economic Development Corporation Board
- Member, Lincoln Partnership for Economic Development Board
- Independent Director, Federal Home Loan Bank of Topeka
- Member, Board of Trustees, Bryan Health Systems
- Member, Board of Trustees, Lincoln Community Foundation
- Member, Board of Advisors, Girls Inc., Lincoln
- Member, Board of Advisors, RISE Lincoln
- Director, Ballantyne Strong Board of Directors 2011-2015
- Director, Cornerstone Bank 2012-2016
- Member, Board of Trustees, Junior Achievement of Lincoln 2010 – 2016
May 2, 2019

TO: Randy Boyd, Interim President
FROM: Wayne T. Davis, Interim Chancellor
RE: Tenure Upon Hire for Dr. Donde Ashmos Plowman

The University of Tennessee at Knoxville is requesting tenure upon hire for Dr. Donde Ashmos Plowman, as Chancellor and Professor in the Department of Management, in the Haslam College of Business.

Dr. Donde Ashmos Plowman was recruited from the University of Nebraska, Lincoln, to be the ninth chancellor or the University of Tennessee, Knoxville. Dr. Plowman currently serves as the executive vice chancellor and chief academic officer at Nebraska.

Dr. Plowman has a distinguished career as a scholar and administrator. She earned a B.A. in English (1974) from Southern Methodist University, an M.Ed. in higher education administration (1976) from the University of North Texas, and a Ph.D. in strategic management (1988) from the University of Texas at Austin. She began her academic career as an assistant professor of management at the University of Texas at San Antonio in 1988. She was tenured and promoted to associate professor in 1994, and then promoted to professor in 2000. In 2007, she was named the Ralph and Janet Heath Professor in Management in our College of Business. From 2008-10, she served as head of our Department of Management. From 2010-17 she served as the James R & Susan Stuart Endowed Dean of the College of Business at the University of Nebraska, Lincoln before being named the chief academic office in January 2017.

Dr. Plowman has held tenure at three prominent public institutions, serving with distinction at each. She is a distinguished scholar, with several recognitions for excellence in research over the course of her career, including a best paper award in 2007. As a faculty member, she is known for generosity to students and a devoted servant of higher education.

All university reviewers of her credentials support the awarding of tenure in our Department of Management, Haslam College of Business. Please do not hesitate to contact me if you have any questions.

cc: David Manderscheid
Linda Martin
May 2, 2019

TO: Wayne Davis, Interim Chancellor
FROM: David Manderscheid, Provost and Senior Vice Chancellor
CC: Anne Smith, Head, Management
    Steve Mangum, Dean, Haslam College of Business

SUBJECT: Recommendation for Tenure for Donde Ashmos Plowman

I recommend Donde Ashmos Plowman for tenure in the Department of Management, Haslam College of Business. After a national search that brought four outstanding candidates to our campus, Dr. Plowman has been named the next Chancellor for the University of Tennessee, Knoxville.

An expedited review of her tenure dossier has produced unanimous positive results. The department voted 8 for and 0 against; the college promotion and tenure committee, 6 for, 0 against, and 1 recusal. The department head and dean support tenure.

Dr. Plowman earned a B.A. in English (1974) from Southern Methodist University, an M.Ed. in higher education administration (1976) from the University of North Texas, and a Ph.D. in strategic management (1988) from the University of Texas at Austin. Dr. Plowman began her academic career as an assistant professor of management at the University of Texas at San Antonio in 1988. She was tenured and promoted to associate professor in 1994, and then promoted to professor in 2000. In 2007, she was named the Ralph and Janet Heath Professor in Management in our College of Business. From 2008-10, she served as head of our Department of Management. From 2010-17 she served as the James R & Susan Stuart Endowed Dean of the College of Business at the University of Nebraska, Lincoln. In January 2017, she was named Executive Vice Chancellor and Chief Academic Officer at Nebraska, her current position.

As this brief academic biographical history makes clear, Dr. Plowman has a long record as a faculty member and an academic leader. She is also no stranger to this campus, having once held tenure on our faculty and served in an important leadership role. In fact, she has held tenure at three different prominent public institutions, serving with distinction at each. She also is a distinguished scholar, with several recognitions over the course of her career for excellence in research, including a best paper award in 2007.

Dr. Plowman's dossier contains five letters from external reviewers. Three of the writers are current deans. All five praise her scholarship and leadership. One dean writes that Dr. Plowman "would meet the standards for tenure at every university I'm familiar with." Another calls her an "incredibly deep thinker." A third comments on her generosity with students, and a fourth notes her devotion to service. As befitting our next chancellor, all the letters paint a picture of an outstanding, accomplished, and dedicated academic leader.

I happily and unconditionally recommend that Dr. Plowman be granted tenure, again, at UT. I very much look forward to her arrival and taking up the position of our campus's leader.
April 30, 2019

Provost David Manderscheid  
Andy Holt Tower  
CAMPUS  

Dear Provost Manderscheid,

Informed by unanimous votes by the tenured faculty in the Department of Management and the members of the Haslam College Tenure and Promotion Committee, external tenure review letters from select management scholars, and my independent review of curriculum vitae and other materials, I enthusiastically recommend the granting of tenure status to Dr. Donde Plowman.

Dr. Plowman earned her PhD in Strategic Management from the University of Texas-Austin in 1988. She rose through the faculty ranks, becoming a tenured full professor at the University of Texas at San Antonio prior to joining the University of Tennessee-Knoxville faculty in 2007. She served as a tenured full professor at UTK until 2010 when she joined the faculty of the University of Nebraska-Lincoln (UNL) as a tenured full professor and the James R and Susan Stuart Endowed Dean of UNL’s College of Business. In 2017 she was named Executive Vice Chancellor and Chief Academic Officer at Nebraska.

Over the course of her academic career, Dr. Plowman has established a laudable record of accomplishment in her scholarly research, teaching and mentoring of students, professional service, and academic leadership. In my opinion, her scholarly and academic accomplishments are meritorious and she is fully deserving of the recognition associated with being a tenured faculty member in the Haslam College of Business at the University of Tennessee-Knoxville. David, I make this recommendation to you wholeheartedly and without reservation.

Sincerely,

[Signature]

Stephen Mangum  
Dean and Enokely Foundation Leadership Chair
MEMORANDUM

DATE: April 29, 2019
TO: Steve Mangum, Dean
Charles Noble, Associate Dean for Research
FROM: Tenure and Promotion Advisory Committee
SUBJECT: Recommendations regarding Dr. Donde Plowman

The Tenure and Promotion Advisory Committee conferred electronically to consider the record of Professor Donde Plowman, who is seeking tenure in the Department of Management in the Haslam College of Business upon joining the University of Tennessee, Knoxville as a full professor and Chancellor. The Committee members are: Professors Sean Willems, Andy Puckett, William Fox, Roberto Ragozzino, James Myers, Stephanie Noble, and Ted Stank.

The Committee considered the candidate’s record in the areas of Research, Teaching, and Service. A summary of the Committee’s considerations and recommendation follows.

Background
Dr. Plowman has held a wealth of academic scholarship and administrative positions since earning a promotion to full professor at the University of Texas at San Antonio (UTSA) in 2000. She served as a full professor in the Department of Management at UTSA until 2007, including a stint as Associate Dean of Graduate Studies and Research from 2000-2003, when she joined the University of Tennessee, Knoxville (UTK) as the Ralph and Janet Heath Professor of Management. In 2008 she became Department Head of Management and served in that role until 2010 when she was named James R. & Susan Stuart Endowed Dean of the College of Business at the University of Nebraska-Lincoln (UNL). She held that role until 2017 when she was named the Executive Vice Chancellor and Chief Academic Officer at UNL, a position she currently holds prior to joining UTK as Chancellor on 1 July 2019. Dr. Plowman earned her Ph.D. in Strategic Management at University of Texas at Austin in 1988.

Research
Despite serving in a series of progressively more demanding academic administration jobs over the last seventeen years, at UTSA, UTK and most recently at UNL, Dr. Plowman has continued to conduct research and publish in organizational and strategic management. Her research has appeared in the most prestigious management and strategy journals including the Academy of Management Review, Academy of Management Journal, and Organization Science, as well as other top managerially-oriented journals such as Journal of Operations Management and Journal of Applied Behavioral Science, all of which are considered premier journals in their respective fields. Google Scholar identifies 5990 citations to her work, with an h-index of 28 and an i10-index of 36; her most highly-cited article has been cited 1675 times. Her research excellence has been noted by winning a best paper award in Academy of Management Journal in 2007.

Teaching
Again, while Dr. Plowman’s administrative responsibilities have precluded her from holding teaching responsibilities since 2008, she has taught at a range of levels, including in graduate,
undergraduate, doctoral and executive education programs. Her teaching experience has included Organization Theory, Strategic Management, Organizational Decision Making and Organizational Behavior.

Service
Dr. Plowman’s greatest contributions over the last ten years have come in her capacity as Dean of the College of Business and Executive Vice Chancellor and Chief Academic Officer at UNL. In both of those positions she demonstrated visionary leadership, continued development of academic programs, a research mindset and a national reputation for excellence in higher education. The results are evident in continued improvement in funding, research productivity and student success in both the College of Business and the overall academic portfolio at the University of Nebraska Lincoln.

In addition to her administrative roles, she has notably served her community with membership on the board of several civic organizations including Lincoln Chamber of Commerce; Lincoln Chamber Economic Development Board, Lincoln Partnership for Economic Development, Federal Home Loan Banks of Topeka, Bryan Health Systems, Lincoln Community Foundation, Girls Inc. Lincoln, RISE Lincoln, Ballantyne Strong, Cornerstone Bank and Junior Achievement of Lincoln.

Committee Vote
Following a careful review of her curriculum vitae, the Tenure and Promotion Advisory Committee voted 6 in favor of and 0 opposed to the awarding of tenure for Dr. Plowman upon her matriculation to the position of Professor of Management and Chancellor of the University of Tennessee Knoxville (Dr. Ragozzino was recused from the vote as he represents the Department of Management).
May 1, 2019

Charles Noble, Ph.D.
Associate Dean
Haslam College of Business
University of Tennessee

Dear Associate Dean Noble,

I am delighted to support the tenure of Donde Plowman related to her appointment to the Chancellor position at the University. I concur with the unanimous vote of tenured faculty members in the Management Department to award tenure to Donde Plowman.

Donde Plowman’s research record is substantial and published in premier peer-reviewed journals in the management field. Donde and I worked together on four research publications during her time at the University of Tennessee. From these experiences, I remain in awe of her research abilities such as distilling and clearly explaining the state of a literature stream and crafting rich theoretical insights from empirical investigations. Donde is an outstanding academic communicator in writing and through conference presentations. A highlight of my career was working with her on these research projects.

Specifically, in her 2007 Academy of Management Journal paper, Donde provides a substantial contribution to complexity theory that emerged from a detailed and longitudinal qualitative investigation of one organization. Not only did this paper win the most outstanding paper published in this premier journal in 2008, but it is required reading today by most doctoral students in management. To date, the paper has received over 220 citations noted in the Web of Science, and it is a noted exemplar of how to connect rich field data with substantial theoretical insights.

Again, I strongly support her tenure at the University of Tennessee in concert with the vote of tenured faculty in the Management Department.

Sincerely,

[Signature]
Anne D. Smith, PhD
Judy and King Rogers Professor in Business
Department Head, Management
May 1, 2019

To: Anne D. Smith, Head
Department of Management
Haslam College of Business
University of Tennessee, Knoxville

From: Terry L. Leap, Chair,
Department of Management Promotion and Tenure Committee
Haslam College of Business
University of Tennessee, Knoxville

Subject: Tenure Vote on Dr. Donde Plowman

Based on her exemplary record of leadership, teaching, and scholarly work, the tenured faculty of the Department of Management by an electronic vote of 8 to 0 recommend that Dr. Donde Plowman be granted faculty tenure at the University of Tennessee, Knoxville.