THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES
EXECUTIVE AND COMPENSATION COMMITTEE

1:00 p.m. EDT/12:00 p.m. CDT 832 Andy Holt Tower (by teleconference)
Thursday 1331 Circle Park Drive
October 5, 2017 Knoxville, Tennessee

AGENDA

I. Call to Order

II. Roll Call

III. Consent Agenda — Action
A. Minutes of the Last Meeting
B. Fee Sale and Easements to TDOT, Alcoa Highway
C. 446 North Broadway Acquisition and Master Plan Amendment
D. 523 North Gay Street Acquisition and Master Plan Amendment
E. KUB Easement at Andy Holt Avenue
F. KUB Easement at Andy Holt Avenue and Melrose Place
G. KUB Easement at Chamique Holdsclaw Drive
H. KUB Easement at Pat Head Summitt Street
I. KUB Easement at Peyton Manning Pass
J. KUB Easement at Philip Fulmer Way
K. KUB Easement at Tee Martin Drive
L. KUB Easement at Volunteer Boulevard to Peyton Manning Pass
M. KUB Easement at Volunteer Boulevard and Lake Loudon Boulevard
N. KUB Easement at Volunteer Boulevard and Melrose Avenue

IV. Updates from the President

V. President’s Recommendation for Appointment and Compensation of the
   Vice President for Research, Outreach, and Economic Development — Action

VI. Methodology for Scoring Performance under the FY 2016-17 Incentive Compensation
    Plan — Action

VII. Revised FY 2016-17 and FY 2017-18 Incentive Compensation Plans — Action

VIII. Expedited Tenure Recommendations: Three UT Knoxville Faculty Members — Action

IX. Expedited Tenure Recommendation: Linda Martin in a Faculty Appointment in the
    UTIA Department of Animal Sciences — Action

X. Tentative Schedule and Agenda for the Fall Meeting — Discussion

XI. Other Business (Under the Bylaws, items not appearing on the agenda may be considered only upon an affirmative vote representing a majority of the total voting membership of the Committee. Other business necessary to come before the Committee at this meeting should be brought to the Committee Chair’s attention before the meeting.)

XII. Adjournment
THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

ACTION ITEM

DATE: October 5, 2017

COMMITTEE: Executive and Compensation

ITEM: Consent Agenda, Executive and Compensation

RECOMMENDATION: Approval

The items listed below have been placed on the Consent Agenda for the Executive and Compensation Committee on October 5, 2017:

A. Minutes of the Last Meeting ................................................................. Tab 1.1
B. Fee Sale and Easements to TDOT, Alcoa Highway ............................... Tab 1.2
C. 446 North Broadway Acquisition and Master Plan Amendment ............ Tab 1.3
D. 523 North Gay Street Acquisition and Master Plan Amendment .......... Tab 1.4
E. KUB Easement at Andy Holt Avenue ................................................. Tab 1.5
F. KUB Easement at Andy Holt Avenue and Melrose Place ....................... Tab 1.6
G. KUB Easement at Chamique Holdsclaw Drive.................................... Tab 1.7
H. KUB Easement at Pat Head Summitt Street ........................................ Tab 1.8
I. KUB Easement at Peyton Manning Pass ............................................. Tab 1.9
J. KUB Easement at Philip Fulmer Way ................................................... Tab 1.10
K. KUB Easement at Tee Martin Drive ..................................................... Tab 1.11
L. KUB Easement at Volunteer Boulevard to Peyton Manning Pass .......... Tab 1.12
M. KUB Easement at Volunteer Boulevard and Lake Loudon Boulevard .... Tab 1.13
N. KUB Easement at Volunteer Boulevard and Melrose Avenue ............... Tab 1.14

These items will not be presented or discussed in the Committee unless a Committee member requests removal of an item from the Consent Agenda. In accordance with the Bylaws, before calling for a motion to approve the Consent Agenda, the Committee Chair will ask if any member of the Committee requests that item be removed from the Consent Agenda. An item will not be removed from the Consent Agenda solely for the purpose of asking questions for clarification. Those questions should be presented to the Secretary before the meeting.

If there are no requests to remove an item from the Consent Agenda, the Committee Chair will call for the following motion to approve the Consent Agenda.

MOTION: I move approval by unanimous consent of the items on the Consent Agenda of the October 5, 2017 meeting of the Executive and Compensation Committee.
THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

ACTION ITEM

DATE: October 5, 2017
COMMITTEE: Executive and Compensation
ITEM: Minutes of the Last Meeting
PRESENTED BY: Catherine S. Mizell, Secretary

Minutes of the August 4, 2017 meeting of the Executive and Compensation Committee follow this memorandum.

RESOLVED: The reading of the minutes of the August 4, 2017 meeting of the Executive and Compensation Committee 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.
The Executive and Compensation Committee of The University of Tennessee Board of Trustees met at 11:30 a.m. EDT on Friday, August 4, 2017, on the campus of The University of Tennessee, Knoxville.

I. CALL TO ORDER

Raja J. Jubran, Vice Chair of the Board and Committee Chair, called the meeting to order.

II. ROLL CALL

The Secretary called the roll, and the following members of the Executive and Compensation Committee were present:

Charles C. Anderson, Jr. (by telephone)  
Shannon A. Brown (by telephone)  
Joseph A. DiPietro  
Spruell Driver, Jr. (by telephone)  
William E. Evans (by telephone)  
D. Crawford Gallimore (by telephone)  
Vicky B. Gregg (by telephone)  
Raja J. Jubran  
Sharon J. Miller Pryse (by telephone)  

The Secretary announced the presence of a quorum. Administrative staff, faculty representatives, and media representatives were also present at the meeting location. Other Trustees were also participated by telephone.

The Secretary noted the requirements for meetings conducted with members participating by telephone, including the requirement that all votes be conducted by roll call. Committee members, Brown, Evans, Gallimore, Gregg and Pryse acknowledged that no one else was present at their respective locations.
III. MINUTES OF THE LAST MEETING

Chair Jubran called for any additions or corrections to the minutes of the May 3, 2017 meeting as presented in the meeting materials. Hearing none, Trustee Pryse moved approval of the minutes. Trustee Evans seconded, and the motion carried by roll-call vote (Exhibit 1).

IV. PRESIDENT’S REPORT

Dr. DiPietro reported that the search for a Vice President for Academic Affairs and Student Success concluded with the hiring of Dr. Linda Martin, from The Ohio State University, and she will take office on or before November 1. He stated that a national search for a Title IX coordinator with system-wide oversight will launch in August, and Dr. Stacey Patterson, Associate Vice President for Research since 2015, began serving as interim Vice President for Research, Outreach and Economic Development, on July 1.

V. ESTABLISHING COMPARABLE PEER AND ASPIRATIONAL INSTITUTIONS

Chair Jubran noted that at the Annual Meeting on June 22, the Board approved a set of criteria to be used to establish peer institutions for the four campuses, the Institute of Agriculture (UTIA) and the UT System. He said that CFO David Miller worked with the provosts/chief academic officers and Dennis Hengstler, System Director of Institutional Research, to develop a set of comparable peer and aspirational institutions for each unit based on the criteria approved by the Board. Mr. Miller then presented the recommended comparable peer and aspirational institutions to the Committee and described the mathematical and subjective scoring process by which they were developed (Exhibit 2).

Trustee Gregg asked whether institutions we see ourselves trying to attract both faculty and students from were considered. CFO Miller said that was one of the considerations voiced by many of the campus representatives when subjective criteria were used to deviate from a purely mathematical score. Chair Jubran pointed out that at the June meeting, Trustee Pryse had urged a collaborative process, and Mr. Miller confirmed that each campus and institute had involvement in this process. Trustee Pryse then asked whether there is now a good consensus between the campuses and the system administration on what both peer groups should look like. Mr. Miller responded that, as an example, UTC already had a working list of proposed peers before this process began, and there was a crossover on six institutions using completely different criteria.
Trustee Evans thanked Mr. Miller for clarifying the filters, how they were established, and the rationale used. He said comparable peers are very important, and aspirational institutions tell us where leadership wants to take the institution. He added, however, that there seem to be some obvious peers based on location and other factors that would be appropriate down the road. He mentioned various institutions that would seem to be logical peers for UTHSC and UT Knoxville. Mr. Miller explained that for UTHSC, research played a major role, and some institutions are recommended as aspirational for UTHSC because of the amount of research dollars those institutions currently bring in. He also explained that only medical schools that are not a unit of a flagship campus were considered comparable or aspirational for UTHSC since it is not a unit of the flagship Knoxville campus. Trustee Evans said he was not convinced that elimination of flagship medical schools is a logical rationale. Dennis Hengstler responded that standardized data sets were not available for some flagship medical schools.

Chair Jubran said the comparable peers and aspirational institutions should be revisited on an annual basis now that the established criteria will allow tracking, comparing performance against comparable peers and aspirational institutions, and measuring progression.

Responding to Trustee Evans’ questions about peers for UT Knoxville, Chancellor Davenport said some institutions that might seem comparable or aspirational have significantly greater endowments. Chair Jubran asked Chancellor Davenport if she generally supports the 12 recommended comparable peers and aspirational institutions for UT Knoxville. She responded that the 12 are acceptable, each presenting something UT Knoxville should be measuring, and agreed that aspirational institutions must be realistically reachable.

Mr. Miller then explained that the Institute of Public Service was not part of the process because the criteria relevant to traditional academic institutions do not apply to IPS due to its specific mission. Nevertheless, IPS would like to have a Board-sanctioned set of peers, and IPS peers are needed before the salary gap study can be initiated. Therefore, Mr. Miller said the administration requests that the Committee act for the Board to approve the recommended set of comparable IPS peers presented in the meeting materials (Exhibit 3). Mr. Miller said a core set of seven institutions with missions, programs and service territories most similar to IPS was identified. These institutions have all the units IPS has. In addition, a larger set of institutions with one or more programs comparable to units within IPS was identified. With respect to this larger set of institutions, he explained that comparisons will only be made to a specific, relevant unit.
Chair Jubran asked that input be sought from THEC on the process used to identify the comparable peers and aspirational institutions for the four campuses, UTIA, and the UT System. Dr. DiPietro and Mr. Miller agreed to discuss the process with Executive Director Mike Krause.

Trustee Evans reiterated Chair Jubran’s earlier call for a periodic review of peer institutions. Chair Jubran cautioned, however, that the established comparable peer and aspirational institutions must be fixed for at least a year so that there is a time certain that we are measuring against. Chair Jubran then called for a motion as presented in the materials, but including the caveat that the comparable peers and aspirational institutions will be reviewed in one year. Trustee Evans moved adoption of the following resolution:

RESOLVED: Acting on behalf of the Board of Trustees, the Executive and Compensation Committee approves the recommended comparable peer and aspirational institutions for UTC, UTHSC, UTIA, UT Martin, and UT Knoxville and the recommended comparable peers for the UT System and IPS, subject to the requirement of further review after one year.

Trustee Anderson seconded the motion. A roll-call vote was taken, and the motion carried (Exhibit 4).

VI. OTHER BUSINESS

There was no other business to come before the Committee.

VII. ADJOURNMENT

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

Respectfully Submitted,

____________________________________
Catherine S. Mizell, Secretary
THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

ACTION ITEM

DATE: October 5, 2017

COMMITTEE: Executive and Compensation

CAMPUS/UNIT: UT Institute of Agriculture

ITEM: Fee Sale and Easements to TDOT, Alcoa Highway

RECOMMENDATION: Approval

The University of Tennessee proposes to dispose of the following real property interests through a Transfer of Jurisdiction (TOJ) to the Tennessee Department of Transportation (TDOT) (see attached map):

- 1.548 +/- acres in fee
- 316 +/- square feet for a slope easement
- 7,405 +/- square feet for a temporary construction easement

The property is located on the East Tennessee Research and Education Center—Plant Sciences Unit, located at 3209 Alcoa Highway, Knoxville, Tennessee.

TDOT is widening the existing State Route 115 (Alcoa Highway) to six lanes to increase the capacity and level of service. The irregularly shaped easements will allow TDOT and its contractors to enter upon, construct, operate and repair the highway and associated improvements within the defined area. The University reserves the right to relocate the easements in the future at its expense.

The transfer will be at or above the property’s appraised value. The University administration requests authorization to transfer the property described above. Upon approval by the Executive and Compensation Committee, the University will seek all required state approvals.

RESOLVED:

The fee sale and easements to the Tennessee Department of Transportation, as described in the meeting materials, are approved at or above the property’s appraised value.
THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

ACTION ITEM

DATE: October 5, 2017

COMMITTEE: Executive and Compensation

CAMPUS/UNIT: UT Knoxville

ITEM: 446 North Broadway Acquisition and Master Plan Amendment

RECOMMENDATION: Approval

The University of Tennessee, Knoxville seeks approval to acquire 0.30+/- acres located at 446 North Broadway in Knoxville, Tennessee (see attached map).

The property will be used for parking to support the adjacent College of Architecture Fab Lab building. The property fronts North Broadway and West Fifth Avenue and is located northeast of campus.

The University administration requests approval to acquire the property at a purchase price equal to or less than the appraised value. In addition, the University requests approval to revise the UT Knoxville Master Plan to include this property. Upon approval by the Executive and Compensation Committee, the University will seek all required state approvals.

RESOLVED:

(1) The administration is authorized to acquire 0.30+/- acres located at 446 North Broadway in Knoxville, Tennessee at a purchase price equal to or less than appraised value; and

(2) The UT Knoxville Master Plan is amended to include the 0.30+/- acres located at 446 North Broadway in Knoxville, Tennessee.
THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

ACTION ITEM

DATE: October 5, 2017

COMMITTEE: Executive and Compensation

CAMPUS/UNIT: UT Knoxville

ITEM: 523 North Gay Street Acquisition and Master Plan Amendment

RECOMMENDATION: Approval

The University of Tennessee, Knoxville seeks approval to acquire approximately 0.25+/- acres of land and building improvements located at 523 North Gay Street in Knoxville, Tennessee (see attached map).

This property would provide additional studio space for the College of Architecture. Located next to the current fabrication laboratory, the space would be used as fabrication space for robotics, an area that will see growth with the hiring of new faculty. The property is improved with a 22,000+/- square foot one-story (with basement) building constructed in 1920.

The University administration requests approval to acquire the property at a purchase price equal to or less than the appraised value. In addition, the University requests approval to amend the UT Knoxville Master Plan to include this property. Upon approval by the Executive and Compensation Committee, the University will seek all required state approvals.

RESOLVED:

(1) The administration is authorized to acquire 0.25+/- acres of land and building improvements located at 523 North Gay Street in Knoxville, Tennessee at a purchase price equal to or less than appraised value; and

(2) The UT Knoxville Master Plan is amended to include the 0.25+/- acres of land and building improvements located at 523 North Gay Street in Knoxville, Tennessee.
ACQUISITION

UNIVERSITY OF TENNESSEE

Knoxville - Knox County - KUB Geographic Information System
The University of Tennessee, Knoxville proposes to grant an easement to Knoxville Utilities Board (KUB) up to 0.19+/- acres located at Andy Holt Avenue, Knoxville, Tennessee (see attached map).

The easement is necessary to upgrade an existing gas line from UT Drive to 20th Street as part of the ongoing West Campus housing development project. The easement will allow KUB and its contractors to enter upon, construct, operate, repair and maintain utilities within the defined area. The University reserves the right to relocate the easement at the expense of the University.

Because the easement benefits UT Knoxville, the University will not request further consideration from KUB. Upon approval by the Committee, the University will seek all required state approvals.

RESOLVED:

The administration is authorized to grant an easement of 0.19+/- acres located at Andy Holt Avenue in Knoxville, Tennessee to the Knoxville Utilities Board for the upgrade of an existing gas line from UT Drive to 20th Street as described in the meeting materials.
THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

ACTION ITEM

DATE: October 5, 2017

COMMITTEE: Executive and Compensation

CAMPUS/UNIT: UT Knoxville

ITEM: **KUB Easement at Andy Holt Avenue and Melrose Place**

RECOMMENDATION: Approval

The University of Tennessee, Knoxville proposes to grant an easement to Knoxville Utilities Board (KUB) up to 0.44+/- acres located at Andy Holt Avenue and Melrose Place, Knoxville, Tennessee (see attached map).

The easement is necessary for a utility system upgrade that would replace an existing smaller gas line on Andy Holt Avenue and connect to an existing line on Melrose Avenue to complete a two-way feed. The easement will allow KUB and its contractors to enter upon, construct, operate, repair and maintain utilities within the defined area. The University reserves the right to relocate the easement at the expense of the University.

Because the easement benefits UT Knoxville, the University will not request further consideration from KUB. Upon approval by the Committee, the University will seek all required state approvals.

RESOLED:

The administration is authorized to grant an easement located at Andy Holt Avenue and Melrose Place to the Knoxville Utilities Board as described as described in the meeting materials.
THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

ACTION ITEM

DATE: October 5, 2017

COMMITTEE: Executive and Compensation

CAMPUS/UNIT: UT Knoxville

ITEM: KUB Easement at Chamique Holdsclaw Drive

RECOMMENDATION: Approval

The University of Tennessee, Knoxville proposes to grant an easement to Knoxville Utilities Board (KUB) up to 0.48+/- acres located at Chamique Holdsclaw Drive, Knoxville, Tennessee (see attached map).

The easement is necessary for a utility system improvement that would connect existing gas lines on Pat Head Summitt Street and Lake Loudon Boulevard and provide redundancy. The easement will allow KUB and its contractors to enter upon, construct, operate, repair and maintain utilities within the defined area. The University reserves the right to relocate the easement at the expense of the University.

Because the easement benefits UT Knoxville, the University will not request further consideration from KUB. Upon approval by the Committee, the University will seek all required state approvals.

RESOLVED:

The administration is authorized to grant an easement located at Chamique Holdsclaw Drive in Knoxville, Tennessee to the Knoxville Utilities Board as described in the meeting materials.
THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

ACTION ITEM

DATE: October 5, 2017

COMMITTEE: Executive and Compensation

CAMPUS/UNIT: UT Knoxville

ITEM: KUB Easement at Pat Head Summitt Street

RECOMMENDATION: Approval

The University of Tennessee, Knoxville proposes to grant an easement to Knoxville Utilities Board (KUB) up to 0.46 +/- acres located at Pat Head Summitt Street, Knoxville, Tennessee (see attached map).

The easement is a utility system improvement that would connect existing gas lines on Andy Holt Avenue and Volunteer Boulevard to provide redundancy. The easement will allow KUB and its contractors to enter upon, construct, operate, repair and maintain utilities within the defined area. The University reserves the right to relocate the easement at the expense of the University.

Because the easement benefits UT Knoxville, the University will not request further consideration from KUB. Upon approval by the Committee, the University will seek all required state approvals.

RESOLVED:

The administration is authorized to grant an easement located at Pat Head Summitt Street in Knoxville, Tennessee to the Knoxville Utilities Board as described in the meeting materials.
The University of Tennessee proposes to grant an easement to Knoxville Utilities Board (KUB) up to 0.37+/- acres located at Peyton Manning Pass, Knoxville, Tennessee (see attached map).

The easement is necessary to connect existing gas lines at Volunteer Boulevard and Peyton Manning Pass and provide redundancy. The easement will allow KUB and its contractors to enter upon, construct, operate, repair and maintain utilities within the defined area. The University reserves the right to relocate the easement at the expense of the University.

Because the easement benefits UT Knoxville, the University will not request further consideration from KUB. Upon approval by the Committee, the University will seek all required state approvals.

Resolved:

The administration is authorized to grant an easement located at Peyton Manning Pass in Knoxville, Tennessee to the Knoxville Utilities Board as described in the meeting materials.
THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

ACTION ITEM

DATE: October 5, 2017
COMMITTEE: Executive and Compensation
CAMPUS/UNIT: UT Knoxville

ITEM: **KUB Easement at Phillip Fulmer Way**

RECOMMENDATION: Approval

The University of Tennessee, Knoxville proposes to grant an easement to Knoxville Utilities Board (KUB) up to 1.01+- acres located at Phillip Fulmer Way, Knoxville, Tennessee (see attached map).

The easement is necessary for a new gas line that will service the southeastern end of Neyland Stadium as part of an upcoming renovation project. The easement will allow KUB and its contractors to enter upon, construct, operate, repair and maintain utilities within the defined area. The University reserves the right to relocate the easement at the expense of the University.

Because the easement benefits UT Knoxville, the University will not request further consideration from KUB. Upon approval by the Committee, the University will seek all required state approvals.

RESOLVED:

The administration is authorized to grant an easement located at Phillip Fulmer Way in Knoxville, Tennessee to the Knoxville Utilities Board as described in the meeting materials.
THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

ACTION ITEM

DATE: October 5, 2017
COMMITTEE: Executive and Compensation
CAMPUS/UNIT: UT Knoxville
ITEM: KUB Easement at Tee Martin Drive

RECOMMENDATION: Approval

The University of Tennessee, Knoxville proposes to grant an easement to Knoxville Utilities Board (KUB) up to 0.64+/- acres located at Tee Martin Drive, Knoxville, Tennessee (see attached map).

The easement is necessary for a new gas line that will service the southeastern end of Neyland Stadium as part of an upcoming renovation project. The easement will allow KUB and ITS contractors to enter upon, construct, operate, repair and maintain utilities within the defined area. The University reserves the right to relocate the easement at the expense of the University.

Because the easement benefits UT Knoxville, the University will not request further consideration from KUB. Upon approval by the Committee, the University will seek all required state approvals.

RESOLVED:

The administration is authorized to grant an easement located at Tee Martin Drive in Knoxville, Tennessee to the Knoxville Utilities Board as described in the meeting materials.
THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

ACTION ITEM

DATE: October 5, 2017

COMMITTEE: Executive and Compensation

CAMPUS/UNIT: UT Knoxville

ITEM: KUB Easement at Volunteer Boulevard to Peyton Manning Pass

RECOMMENDATION: Approval

The University of Tennessee, Knoxville proposes to grant an easement to Knoxville Utilities Board (KUB) up to 0.27+/- acres located at Volunteer Boulevard, Knoxville, Tennessee (see attached map).

The easement is necessary to replace a 2” gas line from Lake Loudon Boulevard to Peyton Manning Pass as part of the ongoing Volunteer Boulevard streetscapes project. The easement will allow KUB and its contractors to enter upon, construct, operate, repair and maintain utilities within the defined area. The University reserves the right to relocate the easement at the expense of the University.

Because the easement benefits UT Knoxville, the University will not request further consideration from KUB. Upon approval by the Committee, the University will seek all required state approvals.

RESOLVED:

The administration is authorized to grant an easement located at Volunteer Boulevard to Peyton Manning Pass in Knoxville, Tennessee to the Knoxville Utilities Board as described in the meeting materials.
THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

ACTION ITEM

DATE: October 5, 2017

COMMITTEE: Executive and Compensation

CAMPUS/UNIT: UT Knoxville

ITEM: KUB Easement at Volunteer Boulevard and Lake Loudon Boulevard

RECOMMENDATION: Approval

The University of Tennessee, Knoxville proposes to grant an easement to Knoxville Utilities Board (KUB) up to 0.03+/- acres located at Volunteer Boulevard and Lake Loudon Boulevard in Knoxville, Tennessee (see attached map).

The easement is necessary to relocate an existing gas line around a steam vault as part of the ongoing Volunteer Boulevard streetscapes project. The easement will allow KUB and its contractors to enter upon, construct, operate, repair and maintain utilities within the defined area. The University reserves the right to relocate the easement at the expense of the University.

Because the easement benefits UT Knoxville, the University will not request further consideration from KUB. Upon approval by the Committee, the University will seek all required state approvals.

RESOLVED:

The administration is authorized to grant an easement located at Volunteer Boulevard and Lake Loudon Boulevard in Knoxville, Tennessee to the Knoxville Utilities Board as described in the meeting materials.
The University of Tennessee, Knoxville proposes to grant an easement to Knoxville Utilities Board (KUB) up to 0.30+/- acres located at Volunteer Boulevard, Knoxville, Tennessee (see attached map).

The easement is necessary to replace an existing 12” water line from Melrose Avenue to the Pedestrian Mall that is being condemned as part of an existing steam line project on campus. The easement will allow KUB and its contractors to enter upon, construct, operate, repair and maintain utilities within the defined area. The University reserves the right to relocate the easement at the expense of the University.

Because the easement benefits UT Knoxville, the University will not request further consideration from KUB. Upon approval by the Committee, the University will seek all required state approvals.

RESOLVED:

The administration is authorized to grant an easement located at Volunteer Boulevard and Melrose Avenue in Knoxville, Tennessee to the Knoxville Utilities Board as described in the meeting materials.
With the upcoming recompete process for the Oak Ridge National Lab contract, the administration has been discussing the need to focus the attention of Dr. David Millhorn, who had served since 2005 as Vice President for Research and Economic Development, on ORNL relations. In order to achieve this, the decision was made to reorganize the Office of Research and reassign Dr. Millhorn to ORNL on a full-time basis as Senior Vice President Emeritus and National Laboratory Relations Advisor for the University. Dr. Millhorn will work with the new leadership at ORNL to create major opportunities for the University and the national laboratory in areas of common interest such as leadership computing, neutron science, advanced materials, national security and healthcare. Further, he will spearhead the ORNL contract recompete process when the time comes.

With the Board’s approval, Dr. Stacey Patterson will be promoted to Vice President for Research, Outreach, and Economic Development to fill the vacancy created by Dr. Millhorn’s reassignment. Effective July 1, 2017, Dr. Patterson assumed this position on an interim basis.

Dr. Patterson joined the University in 2006 as a licensing associate for the UT Research Foundation and a research scientist in the Center for Environmental Biotechnology (CEB). At UTRF, she was responsible for managing a broad portfolio of intellectual property for licensing and commercialization to the private sector. Her research at CEB led to significant external funding and the launch of a startup company developing biological cell lines for optical imaging applications.

In 2009, she joined UT System Administration as director of research partnerships for the executive vice president’s office. She was lead author of a proposal for research infrastructure that won a $24-million grant from the National Science Foundation.
Among several statewide initiatives she has led is the $62.5-million Volunteer State Solar Initiative. In 2012, she was named assistant vice president and director of research partnerships, and in 2015 she was promoted to the dual roles of UT associate vice president for research and vice president of the UT Research Foundation. In September of this year, she was promoted to president of the UT Research Foundation.

Based on the market analysis included in the materials, President DiPietro recommends the following initial compensation for Dr. Patterson as Vice President: (1) a base salary of $20,833.33 per month ($250,000.00 annualized); and (2) a non-accountable expense allowance of $416.67 per month ($5,000.00 annualized). While serving as President of the UT Research Foundation, Dr. Patterson will continue to receive additional annualized compensation of $50,000.00, bringing her total annualized compensation to $305,000.

*The Committee Chair will call for the following Motion:*

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

RESOLVED: The President’s recommendation for the appointment and initial compensation of Dr. Stacey Patterson as Vice President for Research, Outreach, and Economic Development pursuant to the reorganization of the Office of Research is approved.
## UNIVERSITY OF TENNESSEE

Vice President for Research, Outreach, and Economic Development and President of the UT Research Foundation  
**Incumbent:** Stacey Patterson

<table>
<thead>
<tr>
<th>Current Base Pay (Interim)</th>
<th>Research Foundation Pay</th>
<th>Total Pay</th>
</tr>
</thead>
<tbody>
<tr>
<td>$250,000.00</td>
<td>$50,000.00</td>
<td>$300,000.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>President's Staff</th>
<th>Current Base Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chancellor UT Knoxville</td>
<td>$585,000</td>
</tr>
<tr>
<td>Chancellor UT Health Science Center</td>
<td>$631,630</td>
</tr>
<tr>
<td>Chancellor UT Institute of Agriculture</td>
<td>$333,000</td>
</tr>
<tr>
<td>Chancellor UT at Chattanooga</td>
<td>$336,728</td>
</tr>
<tr>
<td>Chancellor UT at Martin</td>
<td>$300,000</td>
</tr>
<tr>
<td>Vice President for Government Relations</td>
<td>$216,088</td>
</tr>
<tr>
<td>*Vice President for Human Resources</td>
<td>$259,572</td>
</tr>
<tr>
<td>Vice President for Institute of Public Service</td>
<td>$211,000</td>
</tr>
<tr>
<td>Vice President &amp; General Counsel</td>
<td>$285,000</td>
</tr>
<tr>
<td>Vice President UT Development &amp; Alumni Affairs</td>
<td>$318,324</td>
</tr>
<tr>
<td>Former Sr. Vice President for Research, Outreach and Economic Development (does not include supplement for President of UT Research Foundation)</td>
<td>$353,304</td>
</tr>
<tr>
<td>Executive Vice President &amp; Chief Operating Officer</td>
<td>$337,328</td>
</tr>
<tr>
<td>Chief Financial Officer</td>
<td>$310,000</td>
</tr>
<tr>
<td>Vice President for Academic Affairs &amp; Student Success (incumbent November 1)</td>
<td>$282,000</td>
</tr>
<tr>
<td>Executive Assistant to the President</td>
<td>$175,000</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>MARKET DATA:</th>
<th>25th Percentile</th>
<th>50th Percentile</th>
<th>75th Percentile</th>
</tr>
</thead>
<tbody>
<tr>
<td>CUPA*</td>
<td>$298,548</td>
<td>$326,286</td>
<td>$349,860</td>
</tr>
<tr>
<td>Sibson Executive Compensation (2016)**</td>
<td>$305,090</td>
<td>$324,010</td>
<td>$373,888</td>
</tr>
<tr>
<td>TOTAL REMUNERATION:</td>
<td>$372,543</td>
<td>$378,892</td>
<td>$418,327</td>
</tr>
</tbody>
</table>

*Data aged from 12/1/2016 to 4/01/17 - 2.7% aging factor  
**Data aged from 10/01/2015 to 4/01/17 - 2.7% aging factor  
***Data aged from 10/01/2015 to 4/01/17 - 2.7% aging factor (Includes base salary plus incentives, total cash compensation, retirement/deferred compensation.)

RECOMMENDATION: Recommended range is $324,000 - $334,000 based on experience and performance (continue additional compensation of $50,000 if this position includes the President of the Research Foundation role)
Stacey S. Patterson, Ph.D.

Interim Vice President for Research

University of Tennessee &
President

UT Research Foundation

Office Address:       Home Address:
815 Andy Holt Tower       11518 Cottage Creek Lane
Knoxville, TN 37996-0810      Knoxville, TN 37934
(865)974-3140 Office       (865)297-2419 Mobile

PROFESSIONAL EXPERIENCE

University of Tennessee, Knoxville, Tennessee       April 2006-Present

September 2017 – Present

Promoted to Interim Vice President for Research

January 2015 – August 2017

Promoted to Associate Vice President for Research

- Direct all business aspects for initiatives from the UT Office of the Senior Vice President
- Represent the University of Tennessee on regional boards and advisory committees
- Develop and manage several state-wide and national level initiatives to promote the growth of research and economic development at the University of Tennessee
- Collect, analyze, and report system-wide data regarding UT’s research enterprise
- Lead decisions regarding system-wide research administration tools and processes including the implementation of a new statewide electronic research administration system
- Advocate for research and economic development priorities to the State of Tennessee and outside constituents
- Assist the Sr. VP in staffing the Research, Outreach, and Economic Development committee of the UT Board of Trustees meetings – develop agenda and prepare data presentations
- Responsible for reporting research misconduct to the Office of Research Integrity, US Department of Health and Human Services, and handle research misconduct inquiries and investigations as needed in coordination with the UT General Counsel and Campus Research Integrity Officers
- Provide input and leadership in strategies to enhance and grow the UT research enterprise and contribute to the State’s economic development priorities
- Work with the Government Relations Team to develop State and Federal strategies to enhance UT’s research enterprise – coordinate quarterly meetings of Chief Research Officers to discuss priorities
Stacey S. Patterson, Ph.D.

- Develop and communicate policies to promote the responsible conduct of research and more efficient, effective research administration
- Develop strategies to manage and leverage all research activities across the UT System and beyond

September 2017 – Present
Promoted to President

February 2014 – August 2017
Vice President, UT Research Foundation
- Direct all business aspects for initiatives in coordination with the President of the UT Research Foundation
- Direct the day to day activities of the Multi-Campus Office of UTRF (responsible for technology transfer at UT-Knoxville, UT-Chattanooga, UT-Institute for Agriculture, UT-Space Institute, UT-Graduate School of Medicine, and the Institute for Public Service)
- Develop and execute budgets for UTRF system-wide
- Oversee fourteen FTE employees ranging from administrative staff to licensing and legal professionals
- Develop licensing strategies to help grow the technology transfer enterprise
- Oversee outreach events including Start Up Day Knoxville, Innov865 Week, Tennessee Venture Challenge, the UTRF Annual Innovation Awards, Opportunity NOW!, the Innovation Driver Award, and SPARK!
- Collaborate with UT-Battelle Tech Transfer Office to represent joint invention management and licensing and to develop ways to leverage each office
- Collect, analyze, and report system-wide data regarding UT’s research enterprise
- Lead decisions regarding Technology Transfer tools and processes including the implementation of a new statewide electronic invention disclosure enterprise application (I.D.E.A.)
- Provides operational oversight to four wholly-owned subsidiary companies
- Advocate for research and economic development priorities including commercialization efforts to the State of Tennessee and outside constituents

January 2012 – January 2015
Promoted to Assistant Vice President for Research & Director of Research Partnerships
- Supported all business aspects for initiatives from the UT Office of the Executive Vice President and Vice President for Research
- Developed and managed several state-wide programs and initiatives to promote the growth of research and/or economic development at the University of Tennessee
- Collected, analyzed, and reported system-wide data regarding UT’s research enterprise
- Led decisions regarding system-wide research administration tools and processes
- Directed efforts to standardize research reporting and data input for all UT campuses
Stacey S. Patterson, Ph.D.

- Led the selection and procurement of a new electronic research administration tool for all UT’s research units state-wide
- Communicated research and economic development priorities to the State of Tennessee and outside constituents
- Staffed the Research, Outreach, and Economic Development committee of the UT Board of Trustees meetings
- Provided input and leadership in the development of strategies to enhance and grow the UT research enterprise and contribute to the State’s economic development priorities
- Served as the primary author on a $24M research infrastructure award from the National Science Foundation
- Served as the PI and program director on a $62.5M ARRA State Energy Program grant

July 2009 – January 2012
**Director of Research Partnerships**
- Developed and managed partnerships within and outside of the University of Tennessee to help expand our research enterprise
- Assisted in the staffing of the Research, Outreach, and Economic Development committee of the UT Board of Trustees meetings
- Identified opportunities and develop mechanisms to achieve greater research funding success across the University of Tennessee

April 2006 – July 2009
**Licensing Associate (UT Research Foundation)**
- Evaluated and managed a broad portfolio of University intellectual property
- Marketed technologies and identified potential licensing/research partners
- Negotiated license and research agreements with external partners – licensing grew nearly 70% during my tenure as a licensing professional at UTRF
- Managed existing license agreements and contracts.
- Developed more standardized processes for triage of technologies
- Represented UTRF within the BioEnergy Science Center (BESC) Commercialization Council.

April 2006 – July 2008
**Research Scientist (Center for Environmental Biotechnology)**
- Principle investigator for NOAA award to develop a NASBA based detection system for Enterococci from coastal water.
- Principle investigator for NIH award to develop a non-invasive cancer detection system using engineered human cell lines.
- Principle investigator for NSF award to develop closed loop sensor-effector networks for Thyroid hormone monitoring.
Directed graduate student research (Dan Close, Ph.D., Genome Science & Technology and Tingting Xu, Ph.D., Microbiology)

**490 Biotech**, Knoxville, Tennessee 2010-2015

**Chief Technology Officer**
- One of four founding members in start-up company developed around patented cancer imaging technology (contributor on two licensed patents)
- Responsible for technical approaches within the company, investment pitch development, and contract negotiation

**University of South Florida**, St. Petersburg, Florida 2003 - 2006

**Postdoctoral Fellow/Research Assistant Professor**
- Developed isothermal amplification methods for the detection and monitoring of pathogens.
- Developed a novel method for improving precision and accuracy of NASBA amplification.
- Genomic and proteomic profiling of phage infection from marine isolates
- Worked with licensing partners to commercially develop the technologies
- Mentored graduate students and technicians in all aspects of research

**University of Tennessee**, Knoxville, Tennessee 1999 – 2003

**Graduate Research Assistant**
- Developed a novel mammalian cell reporter expressing the bacterial luciferase enzyme system.
- Engineered bioluminescent bioreporters for detection and monitoring environmental contaminants and pathogens.
- Obtained extensive knowledge of current molecular techniques including: mammalian transfection and expression of foreign genes, codon optimization for gene expression in alternate organisms, microarray design, printing, hybridization and analysis, Northern, Southern and Western blotting, and quantitative PCR.
- Taught Microbiology lab course for majors.


**Adjunct Faculty**
- Developed, prepared, and taught Microbiology lecture and lab courses.
- Developed, prepared, and taught Anatomy & Physiology lecture and lab courses.
Stacey S. Patterson, Ph.D.

**East Tennessee State University**, Johnson City, Tennessee 1996 – 1999

**Graduate Research/Teaching Assistant**

- Developed a PCR-based assay for monitoring *Giardia* and *Cryptosporidium* from environmental water samples.
- Evaluated two watersheds for human pathogens including: protozoa and viruses.

**CURRENT BOARD SEATS & ADVISORY COMMITTEE APPOINTMENTS**

- Collaborative Composite Solutions, Incorporated, Director & Chair of Audit Committee
- Tennessee Valley Corridor, Director
- Oak Ridge Chamber of Commerce, Director
- Knoxville, Chamber of Commerce, Director
- Innov865 Alliance, Founding member
- Launch Tennessee, Commercialization Advisory Committee
- UT Strategic Plan Steering Committee and Implementation Champion
- UT, Knoxville’s Top 25 Research Advisory Council
- Cherokee Farm Development Corporation, Corp., Secretary
- Cherokee Farm Properties Incorporated, Director
- UT Community of Practice for Research Administration, Committee Chair
- Tennessee EPSCoR Management Committee, Representative for the University of Tennessee
- University of Tennessee Office of Corporate and Foundation Engagement, Executive Committee
- UTRF Multi-campus Office Executive Committee, Officer (Vice President)
- Cottage Creek HOA – President (2014-Present)

**PROFESSIONAL AFFILIATIONS & OTHER PROFESSIONAL SERVICE**

- Founding member of the Innov865 Alliance
- Invited speaker for the Bredesen Center Women in STEM symposia 2017
- Reviewer and semifinal panelist for the 2017 ORNL Innovation Crossroads
- UT Strategic Plan Steering Committee Member and Implementation Team Lead for Research Initiatives
- Served as PI and led a fifteen state NSF EPSCoR workshop for developing strategies for state-wide technology based economic development
- Judge for “Vol Court” and “What’s the Big Idea?” business plan competitions
- Search Committee Chair – UT Research Foundation VP Search, UT System Administration Institutional Research Assistant VP
- Search Committee Member – UTSI Executive Director, UT-IPS Vice President, UTRF Licensing Associate searches, UT Vice President for Communications and Marketing, IT system’s architect, IT project managers, UT-K Associate Vice Chancellor for Research Development
**Stacey S. Patterson, Ph.D.**

- Member of the Association of University Research Parks, Association of University Technology Managers, Tennessee Biotechnology Association, American Society for Microbiology, Society for Environmental Toxicology and Chemistry, the American Society for Clinical Virology and the Biotechnology Industry Organization (BIO)
- Ad-hoc reviewer for Environmental Science and Technology, Applied and Environmental Microbiology and Biotechnology

**AWARDS AND HONORS**

- Nominated (one of four state-wide) for the 1st ever President’s Award in the Discover Category, University of Tennessee – 2016
- Selected as Knoxville Business Journal’s 40 under Forty – class of 2013
- 490 Biotech technology selected as Top 10 Innovation of 2013 by *The Scientist Magazine*
- Selected for the UT Leadership Institute – five days of leadership training
- Phi Kappa Phi National Honor Society
- Epsilon Nu Eta National Environmental Health Honor Society
- Gamma Beta Phi National Honor and Service Society
- American Health Education Council Student Research Grant Awardee
- Waste Management Research (WMREI) Fellowship awardee
- Research Forum, 2nd Place, Graduate Student Division, Quillen College of Medicine
- Microbiology Department Advisory Committee, Graduate Student Representative
- Microbiology Graduate Council, Vice President
- Microbiology Graduate Council, President
- American Society for Microbiology, Student Travel Award, 2000 and 2002
- American Society for Microbiology, Best Poster, Kentucky/Tennessee Regional Meeting

**EDUCATION**

2003 – 2006  
Postdoctoral Research Fellow/Research Assistant Professor  
University of South Florida, St. Petersburg, Florida  
**Advisor:** John H. Paul, Ph.D.

1999 – 2003  
Ph.D., Microbiology  
University of Tennessee, Knoxville, Tennessee  
**Dissertation:** Optimization of Bacterial Luciferase for Expression in Mammalian Cells  
**Concentration:** Genetics and Physiology  
**Advisor:** Gary S. Sayler, Ph.D.

1996 – 1999  
M.S., Environmental Health Science  
East Tennessee State University, Johnson City, Tennessee  
**Thesis:** Detection of *Cryptosporidium* and *Giardia* in Two Rural Streams in East Tennessee  
**Concentration:** Water Resource Management  
**Advisor:** Phillip R. Scheuerman, Ph.D.
EXTRAMURAL GRANT FUNDING

Secured over $3 million in extramural single investigator awards as PI or co-PI from the National Institutes of Health, the National Science Foundation, NOAA, Office of Naval Research, and the Department of Energy (2003-2009).

Large Infrastructure Program Funding:


PEER REVIEWED PUBLICATIONS


**BOOK AND BOOK CHAPTERS**

David Millhorn, Stacey Patterson, and Billy Stair, eds. 2013. Breaking the Mold; The University of Tennessee, Battelle and the Resurgence of Oak Ridge National Laboratory. University of Tennessee Press, Knoxville, TN.


**ISSUED US PATENTS**


**SELECTED PUBLISHED ABSTRACTS**


Stacey S. Patterson, Ph.D.


**Swiger, S. J.,** P. R. Musich, L. Curtis and P. R. Scheuerman. 1998. Determination of Risk Associated with Cryptosporidium and Giardia in a Rural Water Source. Presented at the General Meeting of the American Society for Microbiology, Atlanta, Georgia.
DATE: October 5, 2017

COMMITTEE: Executive and Compensation

ITEM: Methodology for Scoring Performance under the FY 2016-17 Incentive Compensation Plan

RECOMMENDATION: Approval

PRESENTED BY: Catherine S. Mizell
Secretary, Chief of Staff, and Special Counsel

The incentive compensation plan approved by the Board in June 2016 for FY 2016-17 directs the Executive and Compensation Committee to approve a methodology for scoring performance under the plan.

As a result of changes in personnel, the only participants in the FY 2016-17 plan are President DiPietro, Chancellor Angle, Chancellor Schwab, and Vice President McCurry. The performance period ended on June 30, 2017, and most data needed for scoring the quantitative goals will be available by the end of October. Final data for research expenditures reported to the National Science Foundation will not be available until January 2018. Thereafter, scores and recommended incentive payments will be presented to the Executive and Compensation Committee, which will make a final recommendation to the Board of Trustees at the Spring Meeting on March 23, 2018.

The proposed methodology follows this memorandum. Changes from the methodology approved by the Committee for the previous incentive compensation plan (FY 2015-16) are highlighted in yellow. Vice Chair Jubran and President DiPietro support the proposed methodology.

The Committee Chair will call for the following Motion:

I move that the Executive and Compensation Committee adopt the following Resolution:

RESOLVED: The proposed methodology for scoring performance under the FY 2016-17 Performance Incentive Payment Plan is approved.
METHODOLOGY FOR CALCULATING A PARTICIPANT’S SCORE
UNDER THE
FY 2016-17 PERFORMANCE INCENTIVE PAYMENT PLAN

(See the following spreadsheet for an example of how the methodology would apply.)

1. The following rules will apply to all Quantitative Goals except Deferred Maintenance Expenditures:
   a. No points will be awarded when the actual is less than the base.
   b. If the actual exceeds the goal, the percent above the goal will be multiplied by the weight of the metric.
   c. If the actual is greater than the base but lower than the goal, partial credit will be awarded based on the % from the base where:

   \[
   \% \text{ from base} = \frac{(\text{Actual} - \text{Base})}{(\text{Goal} - \text{Base})}
   \]

   - 1% - 33% from Base = 25% credit
   - 34% - 66% from Base = 50% credit
   - 67% - 99% from Base = 75% credit

2. For the Quantitative Goal on Deferred Maintenance Expenditures, credit will be awarded only if the goal is met; no partial credit will be awarded. No extra credit will be awarded for exceeding the Deferred Maintenance Expenditures goal.

3. All Additional Goals will be scored as Met (100%) or Not Met (0%). The goal “% UG Out-of-State Enrollment should be <25% of total” will be construed to mean that the percentage of out-of-state enrollment increased but remained <25% of the total.

4. The Additional Goal to “Develop 2-yr allocation/reallocation plan based upon 6% of FY15 unrestricted E&G” will not be considered in calculating the score for President DiPietro, Chancellor Angle, and Chancellor Schwab because they achieved the full 6% allocation/reallocation in FY 2015-16 and received credit for the achievement in calculation of their scores and payments under the FY 2015-16 plan.

5. Advocacy and Leadership will be 10% to 20% of the total score.

6. Self-evaluation and evaluation narratives may include contextual information, such as a discussion of circumstances beyond the participant’s control that prevented achieving the goal, but significant improvements were made toward the spirit of the goal.
Various technical corrections need to be made to the incentive compensation plans for FY 2016-17 and FY 2017-18. The most important corrections address a tax issue created for the participants and the University by the fact that the plans provide for incentive payments to be made in multiple installments rather than a single lump sum paid close to the date on which payment is approved. The installment provisions were added to achieve the Board’s frequently stated strong desire to include a retention element in the plans in an effort to retain key leadership. However, certain language in the plans would allow the payments to be accelerated and paid in full. Based on new IRS guidance, this acceleration provision presents a significant potential for the payments to be treated for tax purposes as nonqualified deferred compensation. This would subject the participants to the risk of negative tax treatment, including a 20% penalty, and subject the University to the risk of liability for improper withholding. Accordingly, the acceleration provision needs to be deleted.

Under the original plans, some installment payments for President DiPietro would not be paid until after the expiration of his employment agreement on June 30, 2019. For example, his third installment under the FY 2016-17 plan would not be paid until April 2020. Therefore, based on IRS guidance, the revised plans provide for the unpaid balance of his incentive payments to be made upon his “separation from service” as President.

The corrections are redlined in revised versions of the two plans that follow this memorandum. Vice Chair Jubran and President DiPietro support the revised versions.

The Committee Chair will call for the following Motion:

I move that the Executive and Compensation Committee adopt the following Resolution:

RESOLVED: The revised FY 2016-17 and FY 2017-18 incentive compensation plans are approved.
The University of Tennessee

Performance Incentive Payment Plan for University Officers

Effective for the FY 2016-17 Performance Period

I. Objectives of the Plan

The objectives of the Performance Incentive Payment Plan for University Officers (Plan) are to:

- Motivate and reward achievement of performance goals aligned with the UT System Strategic Plan, 2012-2017, and the President’s Budget Advisory Group Initiatives; and
- Enhance the University’s ability to attract and retain outstanding executive officers and other senior officers by providing competitive compensation.

II. Eligibility to Participate

A. The University Officers as defined in the Bylaws of the University shall be eligible to participate in the Plan (hereinafter sometimes referred to individually as “Participant” and collectively as “Participants”); provided, however, that (1) the positions of Secretary and Treasurer shall be eligible to participate in the Plan only when held concurrently by another elected University Officer; and (2) any University Officer who is participating in another performance incentive payment plan will not be eligible for participation in the Plan.

B. A person newly hired or promoted into a University Officer position will be eligible for participation in any Board-approved performance incentive payment plan in effect as of July 1 of the year following the date of hire or promotion.

III. Performance Period and Performance Goals

A. The performance period under the Plan is one fiscal year (July 1, 2016 through June 30, 2017).

B. Performance goals shall be aspirational but realistic and shall include quantitative and/or non-quantitative goals that are clearly defined and readily evaluated.

C. The President shall propose performance goals for the other Participants and solicit their comments on the proposed goals. After considering the Participants’ comments, the President shall submit proposed performance goals for the other Participants to the Vice Chair of the Board of Trustees for review.

D. The Vice Chair shall propose performance goals for the President and meet with the President to discuss the proposed goals for the President and other Participants.

E. The Vice Chair shall prepare a recommendation concerning proposed goals for the President and other Participants and a weight for each goal. The Committee will approve or modify the proposed goals and weights.
F. Proposed performance goals and their weights, as approved or modified by the Executive and Compensation Committee, will be forwarded to the Board of Trustees for final action.

G. Base-year data used to establish the performance goals shall be audited by the University’s Office of Audit and Compliance. Any revision of the base-year data and goals resulting from the audit shall be submitted to the Executive and Compensation Committee for approval.

IV. Methodology for Calculating the Incentive Payment

Prior to the end of the performance period, the Vice Chair shall recommend to the Executive and Compensation Committee a methodology for calculating the variable compensation incentive payment for that performance period. The methodology approved by the Committee shall be submitted to the Board of Trustees for final action.

V. Maximum Incentive Payment

A. Based on the President’s performance each year with respect to the performance goals approved by the Board of Trustees, the President shall be considered for a lump-sum incentive payment of up to twenty-five percent (25%) of the President’s base salary as of the beginning of the performance period (July 1, 2016).

B. Based on the other Participants’ performance each year with respect to the performance goals approved by the Board of Trustees, the other Participants shall be considered for a lump-sum incentive payment of up to fifteen percent (15%) of the Participant’s base salary as of the beginning of the performance period (July 1, 2016).

C. No part of an incentive payment will vest in any Participant prior to the date on which payment is to be made in accordance with the provisions of Section VII of this Plan.

VI. Evaluation of Participant’s Performance

A. No later than November 1, 2017 of each year, the President will submit to the Vice Chair, and the other Participants will submit to the President, a self-evaluation of his/her performance with respect to the approved performance goals for the performance period (the previous fiscal year).

B. The Vice Chair or President, as applicable, will prepare a written recommendation to the Executive and Compensation Committee concerning the Participant’s performance with respect to the performance goals, including a recommendation as to whether an incentive payment should be made to the Participant; provided, however, that if an allegation of gross misconduct, as defined by University Human Resources Policy (HR0525), or other violation of the University Code of Conduct (HR0580) is pending against a Participant, the Vice Chair or President shall not make a recommendation to the Executive and Compensation Committee unless the allegation is resolved in the Participant’s favor.

C. The University’s Office of Audit and Compliance shall review the performance data and the calculation of recommended incentive payments prior to submission of the recommendations of the Vice Chair and President to the Executive and Compensation Committee.
VII. Incentive Payments

A. The Executive and Compensation Committee will approve or modify the recommendation of the Vice Chair or President, as applicable, concerning the Participant’s performance and whether the Participant should receive an incentive payment; provided, however, that if an allegation of gross misconduct, as defined by University Human Resources Policy (HR0525), or other violation of the University Code of Conduct (HR0580) is made against a Participant subsequent to the recommendation of the Vice Chair or President, the Executive and Compensation Committee shall not act on the recommendation of the Vice Chair or President unless the allegation is resolved in the Participant’s favor.

B. The Executive and Compensation Committee will forward its recommendation to the Board of Trustees. If an allegation of gross misconduct, as defined by University Human Resources Policy (HR0525), or other violation of the University Code of Conduct (HR0580) is made against a Participant subsequent to the recommendation of the Executive and Compensation, the Board of Trustees shall not act on the recommendation unless the allegation is resolved in the Participant’s favor.

C. The Board of Trustees may determine that no incentive payments will be made, regardless of individual performance with respect to the approved goals, due to financial or other circumstances the Board, in its sole discretion, deems to warrant suspension of payments.

D. An incentive payment approved by the Board of Trustees will be paid to the Participant in three installments according to the schedule provided in paragraph E., subject to the following conditions:

1. Payment will be made only if the Participant was employed in active service as a University Officer from the first day through the last day of the performance period (one fiscal year, July 1, 2016 through June 30, 2017) and remains in active service as a University Officer on the date a payment is to be made; and

2. If an allegation of gross misconduct, as defined by University Human Resources Policy (HR0525), or other violation of the University Code of Conduct (HR0580) is made against a Participant subsequent to the Board’s action to approve an incentive payment, no payment shall be made unless the allegation is resolved in the Participant’s favor.

E. Except as provided in paragraphs F. and G., H., and I., an incentive payment approved by the Board of Trustees shall be paid to the Participant in three installments according to the following schedule:

1. One-third shall be paid within thirty (30) days of Board action approving the payment;
2. One-third shall be paid one (1) year after Board action approving the payment; and
3. One-third shall be paid two (2) years after Board action approving the payment.

F. Notwithstanding the provisions of paragraph D.(1) and paragraph E., one-third of any Board-approved incentive payment for the President shall be paid within thirty (30) days of Board action approving the payment, and the remaining two-thirds shall be paid upon the President’s separation from service as President by reason of the expiration of the term of his employment agreement or the mutually agreed upon early termination of his employment agreement. This paragraph shall not apply to a unilateral resignation by the President.
F.G. Notwithstanding the provisions of paragraph D.(1), if after six months of the performance period (i.e., after December 31, 2016) but before the end of the performance period, a Participant terminates employment (1) for medical reasons upon the duly documented recommendation of a physician or (2) by reason of death, the Participant will be eligible for an incentive payment calculated on a pro rata basis from the first day of the performance period through the date of termination. Determination of the amount of any pro rata payment shall be made after the entire performance period has ended and in accordance with the process provided in Sections VI and VII, except that a self-evaluation by the Participant will not be required. In the case of termination of employment for medical reasons or by reason of death, a Board-approved incentive payment will be paid to the Participant within thirty (30) days of Board approval or to the executor or administrator of the Participant’s estate within thirty (30) days of the date on which satisfactory proof of letters testamentary or letters of administration issued by a court of competent jurisdiction is provided to the University.

G.H. If a Participant terminates employment with the University for medical reasons or by reason of death prior to the end of a performance period, the person appointed to serve in the vacated University Officer position on an interim basis shall be eligible for an incentive payment calculated on a pro rata basis from the first day of service in the interim appointment through the end of the performance period, as long as he or she remains in active service in the interim appointment through the end of the performance period. Determination of the amount of any pro rata payment shall be made after the entire performance period has ended and in accordance with the process provided in Sections VI and VII. Payment of the Board-approved incentive payment shall be made within thirty (30) days of the Board’s action approving the payment; provided, however, that if an allegation of gross misconduct, as defined by University Human Resources Policy (HR0525), or other violation of the University Code of Conduct (HR0580) is made against a Participant subsequent to the Board’s action, payment shall not be made unless the allegation is resolved in the Participant’s favor.

H.I. Notwithstanding the provisions of paragraph D.(1), if a Participant’s employment terminates by reason of his or her death after the performance period has ended but before a Board-approved incentive payment has been paid to the Participant, the payment will be paid to the executor or administrator of the Participant’s estate within thirty (30) days of the date on which satisfactory proof of letters testamentary or letters of administration issued by a court of competent jurisdiction is provided to the University.

I.J. Except as provided in paragraphs F., G., and H. and I., if a Participant’s service as a University Officer terminates, voluntarily or involuntarily, prior to the date on which a Board-approved incentive payment is to be paid, the Participant shall forfeit the payment in its entirety and shall not receive any portion of the payment unless the Board, in its sole discretion, determines that it is in the University’s best interest to accelerate payment of part or all of a Board-approved incentive payment if the Participant satisfies one of the following criteria:

1. The Participant is sixty (60) years of age or older and has five (5) or more years of full-time equivalent service with the University; or
2. The Participant, regardless of age, has 30 years or more of full-time equivalent service with the University.

J.K. Funding of the Plan

Funding for all incentive payments under the Plan will be the responsibility of the respective campus or system budgetary unit.
K.L. Amendment, Suspension, and Termination of the Plan

The Board of Trustees reserves the right to amend, suspend, or terminate the Plan at any time.

L.M. General Provisions

1. If a Participant receives an unsatisfactory rating in any annual performance review, his/her participation in the Plan will terminate automatically, and the Participant will not receive any payment under the Plan.

2. Neither the Plan nor any payment under the Plan shall be construed to confer any right to continued employment with The University of Tennessee. All Participants serve at the pleasure of either the Board of Trustees or the President, subject to the terms of any written contract of employment.

3. Neither the Plan nor any payment under the Plan shall be construed to create a trust or to create in any Participant, or in his/her personal representative or beneficiary, a security interest or other interest in any assets of The University of Tennessee.

4. All payments under the Plan are subject to all reporting, deductions, and withholdings required by applicable law or University policy, as amended, enacted, or adopted from time to time, including but not limited to deduction for debts owed to the University.

4. Under no circumstances will any payment be made under the Plan later than two and a half months after the end of the calendar year in which the Board of Trustees decides to make a payment.

5. Participants will bear sole responsibility for any and all direct or indirect tax consequences of payments under the Plan. The University makes no representations as to the tax treatment of payments under the Plan, and Participants are responsible for seeking advice as to the tax consequences of the Plan from their personal tax advisors.

6. To the extent any part of the Plan fails to comply with any applicable state or federal law or regulation, that part of the Plan shall not be effective.

7. This Plan shall be effective for the FY 2016-17 performance period. The provisions of the Plan approved by the Board of Trustees on October 9, 2015 shall continue to govern the FY 2015-16 performance period.
Interim Incentive Compensation Plans for FY 2017-18

I. FY 2017-18 Incentive Compensation Plan for the President

As part of the annual presidential performance review process, the Vice Chair and President DiPietro will discuss goals for the President for the next year. In his report on the performance review, the Vice Chair will include three aspirational (“stretch”) incentive compensation goals for the President for FY 2017-18. The Vice Chair will recommend the FY 2017-18 incentive compensation goals to the Board of Trustees for approval at the Board meeting on June 22, 2017. The Vice Chair will evaluate the President’s performance on the FY 2017-18 goals and prepare a recommendation to the Board of Trustees concerning an incentive payment in accordance with the terms of the President’s employment agreement.

II. FY 2017-18 Incentive Compensation Plan for the Chancellors

Participants

Steve Angle
Keith Carver
Tim Cross
Beverly Davenport
Steve Schwab

Goals

Before July 1, 2017, President DiPietro will establish for each Chancellor three aspirational (“stretch”) incentive compensation goals for FY 2017-18 satisfying the following criteria: (1) critical to moving the campus forward in quality, reputation, and ranking; (2) clearly defined and readily evaluated; (3) requiring personal involvement by the Chancellor in achieving results; and (4) including at least two quantitative goals.

Pool of Funds

President DiPietro may award a maximum of $212,000 in incentive compensation for FY 2017-18, distributed among the five Chancellors as the President determines to be appropriate. The President will evaluate each Chancellor’s performance on the FY 2017-18 incentive compensation goals and prepare a written explanation of his decision to award an incentive compensation payment.
III. FY 2017-18 Incentive Compensation Plan for the Executive Vice President/COO, Chief Financial Officer, and General Counsel

Participants

Tonja Johnson
David Miller
Matthew Scoggins

Goals

Before July 1, 2017, President DiPietro will establish for each participant three aspirational (“stretch”) incentive compensation goals for FY 2017-18 satisfying the following criteria: (1) critical to improving the effectiveness and efficiency of the System administration and the component parts of the System; (2) clearly defined and readily evaluated; (3) requiring personal involvement by the participant in achieving results; and (4) including at least two quantitative goals, if feasible.

Pool of Funds

President DiPietro may award a maximum of $85,000 in incentive compensation for FY 2017-18, distributed among the three participants as the President determines to be appropriate. The President will evaluate each participant’s performance on the FY 2017-18 incentive compensation goals and prepare a written explanation of his decision to award an incentive compensation payment.

IV. FY 2017-18 Incentive Compensation Plan for the Secretary, Chief of Staff, and Special Counsel (“Secretary”)

The Vice Chair will establish three aspirational (“stretch”) incentive compensation goals for the Secretary for FY 2017-18 satisfying the following criteria: (1) critical to improving the effectiveness and efficiency of decision making and governance by the Board; (2) clearly defined and readily evaluated; and (3) requiring personal involvement by the Secretary in achieving results. The Vice Chair may award a maximum of $25,000 in incentive compensation for FY 2017-18. The Vice Chair will evaluate her performance on the FY 2017-18 incentive compensation goals and prepare a written explanation of his decision to award an incentive compensation payment.
V. General Terms and Conditions Applicable to All Incentive Compensation Plans for FY 2017-18

1. Subject to the conditions stated in paragraphs 2 and 3 below, incentive compensation payments will be paid to participants in two equal installments according to the following schedule:

a. One-half will be paid in the normal payroll cycle of the month following the decision to award incentive compensation; and

b. One-half will be paid in the normal payroll cycle one (1) year after the decision to award incentive compensation.

2. Incentive compensation payments will be made only if the participant was employed in active service as President, Chancellor, Executive Vice President/COO, Chief Financial Officer, General Counsel, or Secretary from July 1, 2017 through June 30, 2018 and remains in active service in that position or another senior administrative position in the system administration on the date a payment is to be made.

3. If an allegation of gross misconduct, as defined by University Human Resources Policy (HR0525), or other violation of the University Code of Conduct (HR0580) is made against a participant subsequent to a decision to award incentive compensation, no payment shall be made unless the allegation is resolved in the participant’s favor.

4. Notwithstanding the provisions of paragraphs 1 and 2 above, one-half of any Board-approved incentive payment for the President shall be paid in the normal payroll cycle of the month following Board approval, and one-half shall be paid upon the President’s separation from service as President by reason of the expiration of the term of his employment agreement or the mutually agreed upon early termination of his employment agreement. This paragraph shall not apply to a unilateral resignation by the President.

4.5 Notwithstanding the provisions of paragraph 2 above, if a participant’s employment terminates by reason of his or her death after June 30, 2018 but before an award of incentive compensation has been paid, the payment will be paid to the executor or administrator of the participant’s estate within thirty (30) days of the date on which satisfactory proof of letters testamentary or letters of administration issued by a court of competent jurisdiction is provided to the University.

5.6 Except as provided in paragraphs 4 and 5 above, if a participant’s employment terminates, voluntarily or involuntarily, prior to the date on which an award of incentive compensation has been paid, the participant shall forfeit the payment in
its entirety and shall not receive any portion of the payment, unless the Board, in its sole discretion, determines that it is in the University’s best interest to accelerate payment of part or all of the incentive compensation.

6.7. No part of any incentive compensation payment shall vest in any participant prior to the date on which payment is made.

7.8. The Board of Trustees may determine that no incentive compensation payments will be made, regardless of individual performance, due to financial or other circumstances the Board, in its sole discretion, deems to warrant suspension of payment.

8.9. Funding for all incentive compensation payments will be the responsibility of the respective campus or system budgetary unit.

9.10. Incentive compensation payments are subject to all reporting, deductions, and withholdings required by applicable law or University policy, as amended, enacted, or adopted from time to time, including but not limited to deduction for debts owed to the University.

Under no circumstances will any incentive compensation payment be made later than two and a half months after the end of the calendar year in which a decision is made to award an incentive compensation payment.

11. Participants will bear sole responsibility for any and all direct or indirect tax consequences of incentive compensation payments. The University makes no representations as to the tax treatment of payments, and participants are responsible for seeking advice as to the tax consequences from their personal tax advisors.

12. To the extent any part of the plans described above fail to comply with any applicable state or federal law or regulation, that part shall not be effective.
The Board Policy on Academic Freedom, Responsibility and Tenure provides for expedited consideration and grant of tenure in exceptional circumstances, such as when an individual with outstanding credentials is recruited from another institution where he or she holds tenure. The policy calls for completion of all the steps in the normal review process—review by tenured professors in the base department followed by formal recommendations by the department head, dean, chief academic officer, Chancellor, and President—but allows those steps to be accomplished on an accelerated schedule, which generally means without serving a probationary period.

By supporting materials following this memorandum, Chancellor Beverly Davenport has recommended to President DiPietro that three members of the UT Knoxville faculty be granted tenure by the Committee under the expedited procedures. All three faculty members were tenured at the institutions from which they were recruited and thus meet the criterion to be considered for tenure on an accelerated schedule and without serving a probationary period.

The faculty members being recommended for tenure are:

Dr. Raymond Alexander Bentley, Professor and Head, Department of Anthropology. Dr. Bentley was tenured at the University of Houston, from which he was recruited, and previously at Bristol University in the United Kingdom.
**Dr. Michael Blum**, Associate Professor, Department of Ecology & Evolutionary Biology. Dr. Blum was tenured at Tulane University, from which he was recruited.

**Dr. Sara Ritchey**, Associate Professor, Department of History. Dr. Ritchey was tenured at the University of Louisiana at Lafayette, from which she was recruited.

All the steps in the tenure review process outlined in Board policy have been completed for these faculty members, and all received unanimous support at each level of review. In the case of Dr. Ritchey, the recusal by a single History Department faculty member was a standard procedural recusal because the faculty member is on the College of Arts and Sciences Promotion and Tenure Committee and would vote on Dr. Ritchey’s tenure in that Committee.

President DiPietro fully concurs in the Chancellor’s recommendation and requests that the Committee grant tenure to these outstanding faculty members.

The Committee Chair will call for the following motion:

I move approval of the following resolution by the Executive and Compensation Committee, acting on behalf of the Board of Trustees under the expedited tenure procedures of the Board Policy on Academic Freedom, Responsibility and Tenure.

**RESOLVED:**

(1) Tenure is granted to Raymond Alexander Bentley in his faculty appointment in the Department of Anthropology at The University of Tennessee, Knoxville.

(2) Tenure is granted to Michael Blum in his faculty appointment in the Department of Ecology & Evolutionary Biology at The University of Tennessee, Knoxville.

(3) Tenure is granted to Sara Ritchey in her faculty appointment in the Department of History at The University of Tennessee, Knoxville.
<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Initial Appointment Date</th>
<th>Present Academic Rank</th>
<th>Present 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>Chief Academic Officer</th>
<th>Chancellor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bentley, Raymond</td>
<td>Anthropology</td>
<td>8/1/2017</td>
<td>Professor</td>
<td>8/1/2017</td>
<td>6</td>
<td>PhD</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Blum, Michael</td>
<td>Ecology &amp; Evolutionary Biology</td>
<td>8/1/2017</td>
<td>Associate Professor</td>
<td>8/1/2017</td>
<td>5</td>
<td>PhD</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Ritchey, Sara</td>
<td>History</td>
<td>8/1/2017</td>
<td>Associate Professor</td>
<td>8/1/2017</td>
<td>4</td>
<td>PhD</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

**2017 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>Present 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>Chief Academic Officer</th>
<th>Chancellor</th>
</tr>
</thead>
</table>

**2017 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>Present 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>Chief Academic Officer</th>
<th>Chancellor</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Initial Appointment Date</th>
<th>Present Academic Rank</th>
<th>Present 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>Chief Academic Officer</th>
<th>Chancellor</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Initial Appointment Date</th>
<th>Present Academic Rank</th>
<th>Present 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>Chief Academic Officer</th>
<th>Chancellor</th>
</tr>
</thead>
</table>
Vice President for Academic Affairs and Student Success

MEMORANDUM

DATE: September 18, 2017
TO: President Joe DiPietro
FROM: India Lane
SUBJECT: Expedited Tenure Recommendations for UTK

The Board of Trustees policy on Academic Freedom, Responsibility and Tenure (Appendix D) provides for expedited consideration and grant of tenure in exceptional circumstances. The policy calls for completion of all the steps in the normal review process but allows those steps to be accomplished on an accelerated schedule. The University of Tennessee’s Knoxville campus has presented three exceptional candidates for tenure at this time:

- **Dr. Raymond Bentley**, Professor and Department Head of Anthropology, in the College of Arts and Sciences;
- **Dr. Michael Blum**, Associate Professor of Ecology and Evolutionary Biology, in the College of Arts and Sciences; and
- **Dr. Sara Ritchey**, Associate Professor of History, in the College of Arts and Sciences

Chancellor Davenport provided additional information and I have carefully reviewed these materials. All appropriate levels of review have occurred and the documentation includes communications confirming the department’s tenured faculty and college P&T committee votes for each individual, all of which were unanimously in favor of granting tenure. The department head, dean and chief academic officer also recommend tenure in each case. If you concur with the recommendations from Dr. Davenport, please sign below and I will transmit this documentation to Catherine Mizell for inclusion on the agenda of the next available meeting for Board action.

I recommend Drs. Bentley, Blum, and Ritchey for tenure at The University of Tennessee.

[Signature]

President

9/27/17

Attachments: Letter of Support, Candidate CVs, Recorded Tenure Votes
September 5, 2017

TO: Joseph A. DiPietro, President
FROM: Beverly J. Davenport, Chancellor
RE: Tenure Review for the Board of Trustees Meeting on November 2-3, 2017

The University of Tennessee at Knoxville is requesting expedited tenure review for three new faculty members according to Appendix D of the University of Tennessee, Board of Trustees Policies on Academic Freedom, Responsibility, and Tenure. Dr. Raymond Alexander Bentley, Professor and Department Head of Anthropology, in the College of Arts and Sciences; Dr. Michael Blum, Associate Professor of Ecology and Evolutionary Biology, in the College of Arts and Sciences; and Dr. Sara Ritehey, Associate Professor of History, in the College of Arts and Sciences.

Dr. Raymond Alexander Bentley was recruited from the University of Houston, as Professor and Department Head of Anthropology, in the College of Arts and Sciences, beginning August 1, 2017. He was appointed by the University of Houston in 2015 as a Professor of Comparative Cultural Studies. He began his academic career at Durham University as Lecturer in the Department of Anthropology in 2005 and then was promoted to tenured Reader there in 2008 and Deputy Director of the Leverhulme "Tipping Points" Project in 2011. Following his time at Durham University, he was appointed as Professor and Chair of the Department of Anthropology and Archaeology at Bristol University in the United Kingdom, where he worked until moving to the University of Houston in 2015. He completed his Ph.D. in Anthropology, from the University of Wisconsin, in 2001 and was a Postdoctoral fellow until 2005 at the University of California.

Dr. Bentley’s research focus is on the evolution of human social complexity, human migration and interaction networks in the past, as well as how to utilize expanding information to better understand the human experience past and present. Dr. Bentley is an accomplished scholar who has forged an international reputation in his field. He has authored over 100 research papers, three edited volumes, and two books during his career, and his research programs have generated over $3 million in external funding. He is an accomplished instructor having taught undergraduate and graduate courses, both domestically and abroad. His student evaluations indicate that he is a highly effective teacher, and he has had extensive experience training graduate students.

The unanimous vote of the tenured Anthropology faculty (7-0-0), and the Arts and Sciences College Committee (10-0-0), along with the support of the Department Head, Dean, and Provost warrant his being awarded tenure at the University of Tennessee.
Board of Trustees, Tenure Review
September 5, 2017

Dr. Michael Blum was recruited from Tulane University, as Associate Professor of Ecology and Evolutionary Biology, in the College of Arts and Sciences, beginning August 1, 2017. He was hired by Tulane University in late 2007 as an Assistant Professor in Ecology and Evolutionary Biology, and was promoted to Associate Professor in 2012. At Tulane, he served as Interim Director and Director of the Tulane-Xavier Center for Bioenvironmental Research (between 2012 and 2016) and was appointed as founding Director of the Tulane ByWater Institute from 2016 until his appointment at the University of Tennessee. He was appointed as Assistant Professor of Biological Sciences at Wright State University for the first half of 2007. He completed his Ph.D. in Zoology, from Duke University, in 2002, and did two Postdoctoral fellowships between 2002 and 2006.

Dr. Blum’s research focus is evolutionary ecology, and he has a respected international reputation. He has authored over 68 peer-reviewed publications since 2002 and has generated over $17 million in external funding during the same period. He is bringing over one million dollars of active research funding to the University of Tennessee. He was awarded two professorships and early tenure at Tulane University. He has a strong teaching record and has taught both undergraduate and graduate courses. Likewise, he has experience in training graduate students and postdocs, as well as working with undergraduate students in his lab.

The unanimous vote of the tenured Ecology and Evolutionary Biology faculty (20-0-0), and the Arts and Sciences College Committee (10-0-0), along with the support of the Department Head, Dean, and Provost warrant his being awarded tenure at the University of Tennessee.

Dr. Sara Ritchey was recruited from the University of Louisiana at Lafayette, as Associate Professor of History, in the College of Arts and Sciences, beginning August 1, 2017. She was hired by University of Louisiana at Lafayette in 2007 as an Assistant Professor, and was then promoted to Associate Professor in 2013. She also served as Department Head of History, Geography, and Philosophy there from 2016-2017. She worked as a Visiting Assistant Professor at the University of Louisiana at Lafayette from 2005-2006 and at Wesleyan University from 2006-2007. She received her Ph.D. in History from the University of Chicago in 2005.

Dr. Ritchey’s expertise is in the field of medieval European history. Her 2014 monograph *Holy Matter: Changing Perceptions of the Material World in Late Medieval Christianity* was published by Cornell University Press. She is the author of more than a dozen journal articles, and she is currently nearing completion of her second book project. She is an accomplished instructor, receiving high marks from her students and high praise from her professional colleagues who observed her pedagogical talents both inside and outside of the classroom.

The unanimous vote of the tenured History faculty (12-0-0), and the Arts and Sciences College Committee (9-0-1 recusal), along with the support of the Department Head, Dean, and Provost warrant her being awarded tenure at the University of Tennessee.
Board of Trustees, Tenure Review
September 5, 2017

Each individual was carefully selected for his or her respective position. In each case, however, the search process and subsequent negotiations with the candidates of choice did not conclude in time to present them to the Board of Trustees at its last meeting. Therefore, I request their 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: India Lane
    John Zomchick
July 10, 2017

Dr. Andrew Kramer
Associate Dean for Academic Personnel
College of Arts and Sciences
312 Ayres Hall
University of Tennessee
Knoxville, Tennessee 37996-1330

Dear Dr. Kramer:

This letter transmits my support as department head for Expedited Tenure for Dr. R. Alex Bentley, recently hired as Professor and Head of the University of Tennessee, Knoxville’s Department of Anthropology. In my view, and in the view of his colleagues on the faculty, Dr. Bentley easily exceeds the formal department expectations for Tenure in terms of research, teaching, and service. This is witnessed first and foremost by the fact that he has been tenured at the rank of Professor at two previous institutions, Bristol University in the UK, where he served as department head for several years, and at the University of Houston, which he leaves to come to UTK. My brief assessment, articulated in this letter, is based on several aspects of his record, including his scientific accomplishments, letters from three external reviewers, teaching evaluations from Houston, and the UTK faculty tenure vote carried out this summer in expedited fashion. We understand the his rank of Professor is negotiated with the Dean at appointment, although our senior faculty see that rank as warranted in his case. I concur with the faculty that his record warrants tenure at UTK.

Research
Dr. Alex Bentley brings an ongoing and successful research program with him to UTK. Bentley received his Ph.D. from the University of Wisconsin—Madison in 2001. Since then, his work has focused on the evolution of human social complexity, human migration and interaction networks in the past. He is also greatly concerned with “big data” and how to utilize expanding information to better understand the human experience past and present. He has published two authored books, three edited books, and more than 100 research papers in important venues including PNAS, Science, PLOS Biology, and Antiquity. Since 2001, he and his colleagues have received more than $3M in external funding (much of it in the UK where funding is scarce). Bentley’s most recent book (2017), From Ancestors to Algorithms: The Evolution of Cultural
Evolution came out from MIT Press after he accepted our Head position, and the book lists UTK as his home institution. His productivity has been consistent and at a high level from the beginning of his career to the present.

It is clear from the three outside letters, even though they are abbreviated for our expedited process, that Bentley’s published work is well-regarded by his colleagues. All the reviewers expressed enthusiastically positive opinions of his work and articulate great respect for Bentley’s research design, collaboration, and problem solving capabilities.

In sum, I believe that the research record of Dr. Alex Bentley, which includes meeting the Department’s formal publication criteria for tenure, successful seeking of outside funding for his work and for his students’ support, and active engagement in his discipline through presentations at national and international conferences and meetings warrants tenure in Anthropology at the University of Tennessee.

Teaching
Dr. Bentley provided us with several recent teaching evaluations from the University of Houston. His ratings are excellent, and his students clearly think of him as informed, organized and prepared, and he obviously excels as a mentor and instructor. He has successfully taught at both undergraduate and graduate levels.

In both research and teaching, Dr. Alex Bentley clearly meets UTK requirements for tenure and rank. His external funding and publication records accord well with the other senior teacher-scholars in the Anthropology Department. His considerable administrative experience at two major universities, where he served as department head in two different units, also bodes well for his future with the UTK Anthropology Department. The tenured faculty in Anthropology voted unanimously (7-0-0) to grant Alex Bentley tenure in Anthropology. I entirely concur with the Faculty assessment. Based on his overall record, I recommend Tenure in Anthropology for Dr. Alex Bentley.

Sincerely,

[Signature]

Jan F. Simek
Interim Head
President Emeritus and
Distinguished Professor of Anthropology
University of Tennessee, Knoxville
Anthropology Faculty Discussion and Vote

R. Alexander Bentley, Ph.D.

Prepared by David G. Anderson, Professor and Associate Department Head

On 30 June 2017 the seven tenured associate and full professors of the Anthropology Department were sent an email from Department Head Jan F. Simek requesting we consider the case for granting tenure for Dr. Bentley, who will assume the duties of Department Head 1 August 2017. As per Dr. Simek’s email:

"Because this is an administrative hire of an already tenured Full Professor, we will conduct an "Expedited Process." This means that we consider three outside letters of review, Alex’s CV, and his most recent teaching evaluations from Houston. All tenured members of the faculty will vote, as we are not considering rank (that is negotiated with the Dean) but only whether his record merits tenure in our department."

A Dropbox folder with these materials was established and I was asked to compile the vote by email (since most faculty were on travel), and produce an abbreviated faculty letter with the results.

Results of the vote were 7 in favor, 0 against, and 0 abstentions.
Memorandum

To: John Zomchick, Interim Provost and Senior Vice Chancellor for Academic Affairs

From: Theresa M. Lee, Dean, College of Arts and Sciences

Date: August 1, 2017

Re: Recommendation to grant Dr. Alex Bentley tenure in the Department of Anthropology

The College of Arts and Sciences has evaluated the case for the appointment of Dr. Raymond Alexander (Alex) Bentley at the rank of Professor with tenure in the Department of Anthropology at the University of Tennessee. An appointment with tenure was deemed appropriate by our Anthropology Department in consultation with the College and the Office of the Provost as one of the particular terms of his hire as the new Head of the department. He began his appointment as Professor & Head on August 1, 2017.

Working with Dr. Jan Simek, interim Head of Anthropology, Bentley has submitted a dossier that includes teaching evaluation materials, curriculum vitae, and three letters from external referees at highly regarded research universities. This material was considered by the departmental faculty, by the College of Arts and Sciences Promotion and Tenure Committee, and by the Dean of the College. All were asked to consider this dossier as a special case with expedited consideration for tenure. The discussion among the tenured professors in the department was positive, with a vote of seven in favor and none opposed. There is a strong letter of support from the Department Head. Likewise, the College Promotion and Tenure Committee viewed the dossier favorably, voting unanimously (10 in favor) to recommend tenure.

Bentley earned his PhD in Anthropology from the University of Wisconsin in 2001. After completing two postdoctoral appointments at University College London, Bentley was hired in 2005 onto the tenure-track as a Lecturer in Anthropology at Durham University (UK). There, he earned tenure and promotion to Reader in Anthropology in 2008. In 2011, Bentley was hired as a tenured Professor and Chair of the Department of Anthropology and Archaeology at Bristol University (UK). In 2015, Bentley accepted a tenured professorship in the Department of Comparative Cultural Studies at the University of Houston. Bentley is an accomplished scholar who has forged an international reputation in his field. He has authored over 100 research papers, three edited volumes and two books during his career, and his research programs have generated over $3M in external funding.

Bentley is an accomplished university instructor having taught undergraduate and graduate classes domestically and abroad. His student evaluations (representative examples from U. Houston and Bristol U. are included in the dossier) demonstrate that students view him as a highly effective teacher. At his former universities, he had extensive experience training graduate students.
The letters from the external evaluators were unanimous in their recommendation that Bentley should be granted tenure at the University of Tennessee. Representative comments from these reviewers include:

- “Professor Bentley has an international reputation of extremely high standing in the fields of Archaeological Science, Palaeodiet and mobility research, being one of the world-leading authorities in these areas... There is no doubt, therefore, that his professional accomplishments and standing more than match that of a senior faculty member granted tenure in any excellent academic institution.”
- “To summarize, Dr. Bentley’s has the unique combination of a high-powered research program and the knack for creative leadership and administration. His research, publication, grant-getting records are outstanding and he is certainly one of the top ten archaeologists of his generation currently working in the US.”
- “Based on what I know of his record – and I know a significant portion of it well – I support Dr. Bentley’s candidacy without any reservation whatsoever. I won’t bore you by rehashing all information contained in his curriculum vitae; rather, I would like to present a brief argument for why I think he is one of the hottest archaeology prospects on the market and why he would make an excellent chair.”

With this solid support from the faculty, department head, and external evaluators, the College of Arts and Sciences recommends that Dr. Alex Bentley be appointed as Professor with tenure in the Department of Anthropology at the University of Tennessee.
21 June 2017

Dear Dr. Kramer,

I am writing to express my strongest support for Dr. M. Blum’s consideration for expedited tenure in the Department of Ecology and Evolutionary Biology (EEB). After Dr. Blum’s interview in our department in early 2017, the EEB tenured professors voted unanimously (20 yes, 0 no) to support an offer at the associate professor level with tenure – all faculty are excited to have Dr. Blum in our department.

During his career at Tulane University, Dr. Blum has achieved an outstanding record of scholarship, grantsmanship and teaching. His research expertise in evolutionary ecology complements and dovetails with many faculty interests in EEB. His teaching portfolio includes undergraduate courses in global change biology (core majors course), wetland ecology, environmental science and policy, speciation and macroevolution, and molecular ecology and evolution, all course that fit well in EEB and that are in need of being offered.

Dr. Blum has had a stellar career so far. He was appointed to two named professorships while at Tulane University (one early career, one mid-career) and was awarded early tenure at Tulane because of his excellent record of academic achievement. At Tulane, he served as interim director and director of the Tulane-Xavier Center for Bioenvironmental Research for 4 years and was appointed as founding director of the Tulane ByWater Institute. In this role, he conceived, funded and opened a new building dedicated to scientific and engineering research and public outreach.

Dr. Blum has been prolific in his scholarship, with 68 peer-review publications (2002-2017), and an additional 12 peer-review publications currently in revision or review. He was awarded project of the year by DoD SERDP program office (2013) and his research is regularly featured in local, national and international media (e.g., The New York Times, Discovery Channel, National Geographic). His large and active lab has been funded by ~$17M in research and programmatic funding between 2002-2017 and he currently has >$5.5M in pending research and programmatic funding. Dr. Blum will bring with him >$1M in current research funding to UTK, and based on expect to receive at least $1M in new research funding in AY 2017-2018.

I am personally excited to bring Dr. Blum into EEB. I think he will be a strong contributor to the strength and growth of the department, the College of Arts and Sciences and the University as a whole.

Sincerely,

Susan Kalisz
Professor and Department Head
Associate Dean Andrew Kramer  
College of Arts and Sciences  
The University of Tennessee, Knoxville  
312 Ayres Hall  
1403 Circle Drive  
Knoxville, TN 37996-1330  

21 June 2017  

Dear Dr. Kramer,  

On behalf of the Department Review Committee, I am writing to express my strongest support for Dr. M. Blum’s consideration for early promotion to associate professor with tenure in the Department of Ecology and Evolutionary Biology. During his career at Tulane University, Dr. Blum has achieved an outstanding record of scholarship, grantsmanship and teaching. The EEB full professors voted unanimously to support this early consideration (20 yes, 0 no) and all faculty are excited to have Dr. Blum in our department. On the following page, I summarize some of Dr. Blum’s career achievements.  

Sincerely,  

[Signature]  

Susan Kalisz  
Professor and Department Head  
skalisz@utk.edu
Michael Blum Accomplishment Summary

Professional:
- Earned early tenure at Tulane
- Appointed to two named professorships at Tulane (one early career, one mid-career)
- Served as interim director and director of the Tulane-Xavier Center for Bioenvironmental Research for 4 years
- Appointed as founding director of the Tulane ByWater Institute
  - Conceived, funded and opened a new building dedicated to scientific + engineering research and public outreach

Scholarship:
- 68 peer-review publications (2002-2017)
- 12 peer-review publications currently in revision or review
- Awarded project of the year by DoD SERDP program office (2013)
- Research regularly featured in local, national and international media (e.g., The New York Times, Discovery Channel, National Geographic)

Funding:
- Awarded ~$17M in research and programmatic funding (2002-2017)
- Awarded ~$12M in the last 5 years
- >$5.5M in pending research and programmatic funding
- Planning to move >$1M in current research funding to UTK, expect to receive at least $1M in new research funding in AY 2017-2018

Teaching:
- 5 different courses
  - Undergraduate courses in global change biology (core majors course), wetland ecology, environmental science and policy
  - Undergraduate / graduate courses in speciation and macroevolution, molecular ecology and evolution
Memorandum

To: John Zomchick, Interim Provost and Senior Vice Chancellor for Academic Affairs
From: Theresa M. Lee, Dean, College of Arts and Sciences
Date: August 1, 2017
Re: Recommendation to grant Dr. Michael Blum tenure in the Department of Ecology & Evolutionary Biology

The College of Arts and Sciences has evaluated the case for the appointment of Dr. Michael Blum at the rank of Associate Professor with tenure in the Department of Ecology & Evolutionary Biology at the University of Tennessee. An appointment with tenure was deemed appropriate by our Ecology & Evolutionary Biology Department in consultation with the College and the Office of the Provost as one of the particular terms of his hire. He began his appointment as Associate Professor on August 1, 2017.

Working with Dr. Susan Kalisz, Head of Ecology & Evolutionary Biology, Blum has submitted a dossier that includes teaching evaluation materials, *curriculum vitae*, and five letters from external referees at highly regarded research universities. This material was considered by the departmental faculty, by the College of Arts and Sciences Promotion and Tenure Committee, and by the Dean of the College. All were asked to consider this dossier as a special case with expedited consideration for tenure. The discussion among the tenured professors in the department was positive, with a vote of 20 in favor and none opposed. There is a strong letter of support from the Department Head. Likewise, the College Promotion and Tenure Committee viewed the dossier favorably, voting unanimously (10 in favor) to recommend tenure.

Blum earned his PhD in Zoology from Duke University in 2002. After serving as an Assistant Professor for one semester at Wright State University, Blum was hired in 2007 onto the tenure-track as an Assistant Professor in the Department of Ecology and Evolutionary Biology at Tulane University. There, he earned early tenure and promotion to Associate Professor in 2012. Blum is an evolutionary ecologist who has forged an international reputation in his field. He is the author of 68 peer-reviewed publications since 2002, and his research program has generated over $17M in external funding over the same time. He is bringing over one million dollars of active research funding to UT.

Blum is an accomplished university instructor having taught undergraduate and graduate classes at Tulane for nearly 10 years. His student evaluations (a representative example from Spring 2017 is included in the dossier) demonstrate that students view him as a highly effective teacher. His involvement of undergrads in his lab and his training of graduate student and postdocs have been extensive and promise to continue here at UTK.
The letters from the external evaluators were unanimous in their recommendation that Blum should be granted tenure at the University of Tennessee. Representative comments from these reviewers include:

- "I can confidently claim that Professor Blum would sail through the tenure and promotion review process at [my institution]... Given the high quality publication record, the large number and scope of grant support, the number of invited talks, records of media coverage, mentoring, etc., Professor Blum’s record ranks among the best records for people at his career stage anywhere in the US."

- "In my opinion, Dr. Blum easily clears the bar for tenure in terms of his professional contribution, his stature in the international research community, his ability to mentor students, and his ability to sustain a research program based on competitive extramural funding."

- "He had gone from being a good scientist with a tool in need of questions to a great scientist with tons of questions for which he has the tools. I expect he will not only continue to publish many great papers and train many successful students; but I also now think that he could well have a major impact on several critical (and emerging) questions of theoretical and applied interest. Dr. Blum will be a credit to your department – I only wish he would apply here."

With this solid support from the faculty, department head, and external evaluators, the College of Arts and Sciences recommends that Dr. Michael Blum be appointed as Associate Professor with tenure in the Department of Ecology & Evolutionary Biology at the University of Tennessee.
June 30, 2017

To Whom It May Concern:

I am pleased to write in support of expedited tenure for Dr. Sara Ritchey. Currently a tenured associate professor at University of Louisiana at Lafayette, she joins the history department this fall at the same rank. At the conclusion of a very competitive national search, the department’s faculty voted unanimously (14-0) to extend the offer to join us. The tenured faculty support granting her expedited tenure by a vote of 12-0. Given Dr. Ritchey’s record of research accomplishments, (as well as a strong record of success in teaching and service), it is entirely appropriate for UT to offer her tenure through this expedited process.

To receive tenure in the UT history department, our bylaws specify that the faculty member must demonstrate “the attainment of high standards in research and teaching.” Specifically, we expect that scholarship to result in “the publication of a book-length monograph judged by the tenured faculty to be of sufficient quality... The monograph must have undergone rigorous peer evaluation as part of the acceptance process before publication.”

Dr. Ritchey has met this expectation through the publication of her book, *Holy Matter: Changing Perceptions of the Material World in Late Medieval Christianity*. This peer reviewed work was published in 2014 by Cornell University Press, a leading academic press in her field. The merits of this work are discussed in detail by the external reviewers who have provided very strong letters of support for expedited tenure. Further, Dr. Ritchey has published more than a dozen articles and book chapters (some forthcoming), and is well along in completing her next major book project. In short, she not only meets but surpasses the department’s research requirement for tenure.

This application is supported by five extremely strong endorsements from leading scholars in Dr. Ritchey’s field of Medieval history. All are at peer or aspirant institutions, and well recognized scholars. They can speak more elegantly than I about the specific contributions Dr. Ritchey’s published work is making to her discipline, her excellent reputation among scholars in her field, and the potential impact of her future research. I will only note that each of them describes Dr.
Ritchey as an accomplished scholar who has demonstrated the ability to do creative, intensive and interdisciplinary research, rooted in both a wide range of primary sources and a strong grasp of the relevant historiography in a range of fields. Her status as an important scholar in her field is underscored by her recent invitation to provide the keynote address at the most important national conference in Medieval history. After a careful review of her scholarship and CV, all of the external reviewers support her expedited tenure at UT, and suggest that her accomplishments would earn similar rank at their own institutions. One offers that her record would in fact put her “on the verge of promotion to full professor.”

In addition to a strong record as a teacher at her current institution, Dr. Ritchey has provided valuable service to her discipline and to her department. We are pleased to be recruiting a scholar who shows every evidence of being a committed teacher and an engaged faculty leader. Dr. Ritchey will be replacing Tom Burman, who played a central role in graduate training for our very talented cohort of doctoral students working in the field of pre-modern Europe, an area of concentration at UT. We look forward to the contributions that Dr. Ritchey will make as a mentor to these students, and a participant in our MARCO interdisciplinary program. Granting Dr. Ritchey expedited tenure is fully deserved based on her previous accomplishments, and will allow her to move more quickly into leadership roles in our department, and as a mentor for our graduate students.

Thank you for your consideration of this important request.

Sincerely,

Ernest Freeberg
Professor and Head
Executive and Compensation Committee - Expedited Tenure Recommendations for UT Knoxville Faculty Members

Sara Ritchey - Report of Department Review Committee

Members: Jay Rubenstein, Chair
Matthew Gillis
Robert Bast
Maura Lafferty

Sara Ritchey is Associate Professor and Chair of History at the University of Louisiana-Lafayette. She is a specialist in cultural and religious history in the Later Middle Ages, with areas of expertise in gender and medical history. Thus far, she has published one monograph, *Holy Matter: Changing Perceptions of the Material World in Late Medieval Christianity* (Cornell University Press, 2014), as well as seven peer reviewed articles and one book chapter. She also has three forthcoming book chapters and one forthcoming article to be published in *Speculum*, the leading journal for medieval studies in America. The committee was especially impressed with the quality of Dr. Ritchey’s monograph. In it she deftly combines modern gender theory with medieval scholastic thought and expressions of mystical piety. While it builds upon earlier scholarship, most notably that of Caroline Walker Bynum’s *Holy Feast, Holy Fast*, Dr. Ritchey transcends that earlier research. She does not stop at the observation that women’s piety was more physical, more rooted in the body. Rather, she shows how these ideas about religiosity centered on the material world engaged with medieval theology and religious practice writ large. It is simply one of the most important and original contributions to medieval intellectual and cultural history in the last twenty years. The wider community of medievalists has begun to recognize her work as well, evidenced by the fact that she has been invited to give one of the keynote lectures at next year’s International Medieval Congress held in Kalamazoo, Michigan—the largest gathering of medievalists in the world. On top of this prodigious scholarly output, Dr. Ritchey has made substantial progress on her second monograph, titled *Salvation Is Medicine: Spiritual Exercises and Bodily Effects in Late Medieval Healing*. This work combines close study of manuscripts as both textual and material objects, showing how the reading aloud of written material and the books themselves as physical objects served practical healing purposes in communities of religious women. This is an extraordinary record of scholarship that will complement and strengthen departmental areas of excellence. Most obviously, Dr. Ritchey will add chronological breadth to our medieval studies program with her focus on the later Middle Ages. Her facility with gender, the history of medicine, and hagiography (writings about saints) will allow us to attract a whole new coterie of graduate students. She is also an expert in the history of the Low Countries, a field in which two of our current graduate students are now working. The committee was pleased to note how central paleographic and codicological concerns and methodologies are to Dr. Ritchey’s research. She is likely to be a participant in both the Manuscript Cultures Research Seminar and the Marco Manuscript Workshop and will also be able to provide essential skills training to our graduate students. She is an experienced teacher of World History, making her potentially a valuable contributor to that aspect of our
departmental mission at both the undergraduate and graduate levels. Having worked as a department chair, she will doubtless be able to help advance the work of the department and Marco on a variety of levels. Her contribution to the departmental life is likely to be profound and lasting.

April 12, 2017 - Vote: 12-0-0
Memorandum

To: John Zomchick, Interim Provost and Senior Vice Chancellor for Academic Affairs
From: Theresa M. Lee, Dean, College of Arts and Sciences
Date: August 1, 2017
Re: Recommendation to grant Dr. Sara Ritchey tenure in the Department of History

The College of Arts and Sciences has evaluated the case for the appointment of Dr. Sara Ritchey at the rank of Associate Professor with tenure in the Department of History at the University of Tennessee. An appointment with tenure was deemed appropriate by our Department of History in consultation with the College and the Office of the Provost as one of the particular terms of her hire. She began her appointment as Associate Professor of History on August 1, 2017.

Working with Dr. Ernie Freeberg, Head of History, Ritchey has submitted a dossier that includes teaching evaluation materials, curriculum vitae, and five letters from external referees from top research universities. This material was considered by the department’s tenured faculty, by the College of Arts and Sciences Promotion and Tenure Committee, and by the Dean of the College. All were asked to consider this dossier as a special case with expedited consideration for tenure. The discussion among the tenured faculty in the department was positive, with a vote of 12 in favor and none opposed. Likewise, the College Promotion and Tenure Committee viewed the dossier very favorably, voting 9-0 (with one recusal) in favor of recommending tenure.

Ritchey earned her Ph.D. (with distinction) in History from the University of Chicago in 2005. After two one-year visiting professorship appointments, Ritchey was hired onto the tenure-track in 2007 as an Assistant Professor of History at the University of Louisiana at Lafayette. There, she earned tenure and was promoted to Associate Professor in 2013. During the 2016-17 academic year, Ritchey served as Head of the Department of History, Geography, and Philosophy at U.L. – Lafayette. She is a highly regarded scholar of medieval European history, and her 2014 monograph *Holy Matter: Changing Perceptions of the Material World in Late Medieval Christianity* was published by Cornell University Press. She is the author of more than a dozen journal articles and she is currently nearing completion of her second book project. According to Freeberg, this level of scholarly productivity “not only meets but surpasses the department’s research requirement for tenure.”

Ritchey is an accomplished university instructor (representative examples of student evaluations from U.L.-Lafayette are included in the dossier), receiving high marks from her students and high praise from her professional colleagues who observed her pedagogical talents both inside and outside of the classroom.
The letters from the external evaluators were unanimous in their recommendation that Ritchey should be granted tenure at the University of Tennessee. Representative comments from these referees include:

- “Dr. Ritchey’s publication record is enormously impressive...Her work is fresh, innovative, thoughtful and influential in a number of fields that have not previously been considered together. There is no question that Dr. Ritchey richly deserves tenure, and I am delighted to support her case in the strongest terms.”
- “With a well received first book, a series of essays published in some of the most important medieval studies journals...and in appropriate edited volumes, Professor Ritchey certainly merits promotion to Associate Professor. I am confident that she would easily receive such a promotion at [my top-5 public research university].”
- “Over the last decade, I have watched Dr. Ritchey develop intellectually and become one of the very best of the young scholars of medieval history...Her intellectual breadth and curiosity has made her a superb teacher of undergraduates and will make her an excellent mentor of graduate students as well...I highly recommend her for [a] position with tenure at the University of Tennessee...”

With this solid support from the faculty, department head, and external evaluators, the College of Arts and Sciences recommends that Sara Ritchey be appointed as Associate Professor with tenure in the Department of History at the University of Tennessee.
Professor R. Alexander Bentley
Department of Comparative Cultural Studies and Hobby School of Public Affairs, University of Houston
www.alex-bentley.com  Email: rabentley@uh.edu

Current Academic Position
Professor, Department of Comparative Cultural Studies, U. of Houston

Honorary/Associate positions (current)
- Research Associate, Hobby School of Public Affairs, University of Houston
- External Faculty, Northwestern Institute on Complex Systems (NICO), Northwestern University
- Affiliate Graduate Faculty, Anthropology Department, U. of Hawai‘i.
- Honorary Faculty, School of Social Science and Community Medicine, Bristol University, U.K.

Education
PhD. University of Wisconsin (Madison, WI) Anthropology 2001
M.S. Cornell University (Ithaca, NY) Geology (Geochemistry) 1997
M.A. Cornell University (Ithaca, NY) Archaeology 1996
B.A. Bowdoin College (Brunswick, ME) Physics. Magna Cum Laude 1992

Visiting Academic posts
2011 (Autumn): Visiting Scholar in Anthropology, Northwestern University

Previous Employment
Sept 2011 – Aug 2015: Full Professor, Dept. of Archaeology and Anthropology, Bristol University, U.K.
Dec 2011 – Aug 2014: Chair of Department of Anthropology and Archaeology, Bristol University
Jan 2011 – Sept 2011 Deputy Director, Leverhulme ‘Tipping Points’ Project, Durham University
2009 HPV vaccination Advisory Board, Sanofi Pasteur Pharmaceutical corporation (from July 2009)
Sept 2008 –Sept 2011 Reader in Anthropology (full-time, tenured), Durham University
Sept 2002 –Aug 2005 Leverhulme Postdoctoral fellow, Institute of Archaeology, UCL.
Sept 2001 – Aug 2002 Postdoc, AHRB Centre for Evolution of Cultural Behaviour, UCL.
Grants – External to University

2016 $18,000 Hobby Center for Public Policy, “Policy decision-making and word usage dynamics in populations.”
2014 £15,000 GW4 “Collective Human-Information Interaction” (w/ A Preece, P Johnson, R Maull)
2013 £1,900 -- Bristol Institute for Research in the Humanities and Arts (with T. Kador): “Irish-British network for bioarchaeology”
2013 £45,010 NERC LSMSF (w/ C. Jarman) “Untangling Viking Age identities through combined isotope analyses.”
2012 £187,903 – Royal Society (Newton Fellowship for Dr. Alberto Acerbi) “Cultural evolution online: new models for a new era.”
2012 £262,126 – (Marie Curie Fellowship for Dr. Thomas Kador) “Movement and Migration in Irish Prehistory.”
2009 £1,674,345 – Leverhulme Trust (Co-PI with PI S. Lane and several co-Is from History, English, Geography, Business, Mathematics): “Tipping Points in economic and environmental systems.”
2009 €10,000 ESF/COST conference grant: “Anthropology and physics: prospects & challenges.” (with Paul Ormerod & Peter Richmond)
2008 £199,848 – AHRC Early Career Research Grant (PI, project reference AH/F009275/1): “Social diversity and the origins of complex society at Ban Non Wat, Thailand”.
2006 £375,000 for three RCUK fellowships – (co-I with R. Barton, K. Dobney)
2005 £1,358,000 – AHRC Centre for the Evolution of Cultural Diversity (Co-I with many others)
2004 £2,691 – University of London Central Research Fund (PI).  
2003 £4,500 – British Academy Grant (PI); “Human mobility in early Neolithic Thailand”
2002 £110,050 – Leverhulme Research Grant (Named Postdoc; PI M.W. Lake) “Spread of European farming: Agent-based models and Sr isotopes in skeletons”.
2001 $77,000 – NSF Archaeology Grant (co-PI with PI T.D. Price) “Human Migration in the Linearbandkeramik of Central Europe”
2000 $12,000 – NSF Dissertation Improvement Grant.

Grants Internal to University

2017 $2,500 University of Houston Research grant (for book production).
2013 £900 – Institute of Advanced Studies, Bristol University. “How sugar changed the world.”
2013 £1,900 – Bristol Institute for Research in the Humanities and Arts (with T. Kador): “Irish-British network for bioarchaeology”
2009 £20,000 – Seed funding (Durham U.) for Centre for the Coevolution of Biology and Culture.
2007 £14,000 – Durham University: “Human mobility, kinship and modelling forager transitions”.
2007 £800 – Durham University Institute of Advanced Studies: “Darwinism and religion”.
2006 £650 Internal award from Durham Vice Chancellor, to travel to Ban Non Wat, Thailand
Executive and Compensation Committee - Expedited Tenure Recommendations for UT Knoxville Faculty Members

CV: Professor R. Alexander Bentley

PUBLICATIONS

Author ed books

Edited books

Peer-reviewed articles: Culture change and social influence
CV: Professor R. Alexander Bentley


**Peer-reviewed articles: Prehistoric human community**


Executive and Compensation Committee - Expedited Tenure Recommendations for UT Knoxville Faculty Members

CV: Professor R. Alexander Bentley


*Encyclopedia contributions*

CV: Professor R. Alexander Bentley

**Articles in Edited Volumes**


**Articles in trade/commercial publications**


CV: Professor R. Alexander Bentley

CV: Professor R. Alexander Bentley

TEACHING

University of Houston
- “Cultural Mapping” and “Big-Data Social Sciences” – two new courses in 2016-17
- “Being Human” (Spring 2016) – course on life amidst intelligent technologies.
- “European Archaeology” (Fall 2015)

Bristol and Durham Universities, 2005-2015
- 3rd year Honors Dissertation (over 100 projects supervised since 2005 at Bristol & Durham)
- Introduction to Archaeology (Bristol University)
- Contemporary Issues in Anthropology (Postgraduate, Bristol University)
- Methods and Theory in Archaeology (Postgraduate, Bristol University)
- Contemporary Theory in Anthropology (Bristol University)
- Contemporary Theory in Archaeology (Bristol University)
- Advanced Issues in Archaeology & Anthropology (Bristol University)
- Social Sciences and Complexity (Bristol Centre for Complexity Sciences, Bristol University)
- Well-Being, Livelihood and Society (Bristol University and Durham University)
- Kinship and Belief Systems (Durham University)
- Biology, Culture and Society (Durham University)
- Human Origins and Diversity (4 week section, Durham University)
- Methods and Explanations (Durham University)
- Cultures and Classifications (Durham University)
- CyberAnthropology (Durham University)
- Current Issues in Biological Anthropology (Durham University)
- Research Skills in Anthropology (Postgraduate, Durham University)
- Language, Evolution and Culture (Postgraduate, Durham University)
- Complex Systems: Anthropological Approaches (Northwestern University, Autumn 2011)

Design and development of programs of study
- Fulbright Summer Institute, Bristol University: “Slavery and the Trans-Atlantic Heritage"
- BA in Anthropology, Bristol University, launched in 2014.
- MA in Anthropology, Bristol University, started 2013
- Social Sciences and Complexity, Bristol University Centre for Complexity Sciences
- CyberAnthropology: co-designed at Durham University, 2007: One student described as “The best course I’ve had at University.”
- Biomolecular Archaeology and Anthropology: MSc module, Durham University.
- Language, Evolution & Culture: £1000 internally for “novel, cross-disciplinary” course.

Invitations to give national/international lectures on teaching theory and practice
- Cambridge Univ: Biology, Evolution & Social Science Curriculum (Apr 2008, host paid).

PhD students, Bristol University
- 2014-present Damian Ruck: ESPRC-funded PhD on statistical analysis of World Values Survey.
- 2012-present Catrine Jarman: AHRC-funded PhD on Anglo-Saxon/Viking cemetery of Repton.
- 2013-2015 Joel Geraets: AHRC-funded PhD study of anthropology and intergroup violence

Finished PhD students, Durham University
Executive and Compensation Committee - Expedited Tenure Recommendations for UT Knoxville Faculty Members

CV: Professor R. Alexander Bentley


Student evaluations

Over the past decade, at three universities, my cumulative average is above 4 out of 5 on student evaluation questions. My most recent evaluations at University of Houston are available at http://eval.uh.edu/admin/class/CCS (password access)

Written student evaluation comments include:
“I think that this is the best ANTH course I have taken to date. I left every class feeling invigorated and excited about learning on this topic. During the semester I would often see things in my other courses or within my research that I felt was so relevant to the course. I was so excited to come to class every day and I am still upset about the few classes that I was unable to attend and the conversations I missed. Dr. Bentley is by far the most excellent ANTH staff that I have had the pleasure of studying under. He encourages students to think of potential research topics (and job possibilities) within their interests. He is always knowledgeable and encourages us to be just as excited about learning as he is everyday. I hope that every ANTH major takes at least one of his classes because I think that he has the possibility to change the life of his students.” (University of Houston, 2016)

“Dr. Bentley is an amazing scholar, he never once missed class and was through and thought-provoking in his presentations...” Dr. Bentley, on occasion, had to stand on a chair to point out things in his PP slides. He never complained and never skipped a beat. His tests and assignments were fair and made us consider other aspects of the subject we might not have with the reading alone.” (University of Houston, 2015)

UK Universities (2005-2015): “Very interesting and well taught,” “Great notes [online]” (Mentioned frequently) “Alex Bentley is a truly great guy...” “Brilliant lecturer - very passionate and always willing to help answer questions.” “Dr. Bentley is awesome!” “I'm really very happy and greatly appreciate all your kind support over the year.” “You have been a fantastic mentor to our group.” “I found meeting and getting to know you and the other tutees a wonderful experience, and I really think you did form a small 'Dead Poet's Society' type group. I also loved talking in those sessions... your support and enthusiasm has helped with that.” “Thank you for the wonderful group meetings all throughout the year. I'm sure that those are one of the things that will be the most memorable from my years at Durham.” “Thanks you for all of your help over the past year... I now have a much greater belief in myself and in my own capabilities much of which I owe to you... this year has definitely been the best year of the Anthropology degree.” “I always look forward to your lectures - always interesting and stimulating...” “reading your comments about my essay has made my day!” “Thank you for providing feedback so quickly...it was good to get some really constructive feedback...” “Dr. Bentley’s weekly readings available online, sorted by lecture are BRILLIANT.”

PhD examinations

2015 Malte Willmes, Ph.D. ANU, “Strontium Isotope Tracing of Prehistoric Mobility in France.”
2013 Eriédira M.Q. Morales, PhD, Bristol U., “Reconstructing Swahili Foodways”
2012 Lucy Clegh, PhD, Bristol University, “Population in movement: rural-urban linkages among Oromo in contemporary Ethiopia.”
2009 Hannes Schroeder, D.Phil Archaeology, Oxford Univ. (completed April 2009).
2007 Peter Schauer, Ph.D. in Archaeology at UCL (completion 2008)
2007-9 Katherine Cox, PhD University of Otago (PhD completed, 2010).
2006 Christopher King, PhD., U. of Hawaii (PhD completed 2006).
CV: Professor R. Alexander Bentley

RECOGNITION

2009 Emerald Management Reviews Citation of Excellence, one of top 50 management articles published in 2008 (Bentley and Earls 2008)
2008 “Celebrating success”, Durham University (for “contribution to research.”)
2007 £1000 for innovative interdisciplinary teaching, Durham U (w/ Prof. W. Hinzin)
2004 UCL nominee, Wellcome Trust University Award in bioarchaeology.
2002 Short-listed nominee for the Miller Research Fellowship, U.C.-Berkeley.
2000 University of Wisconsin Vilas Fellowship ($600).
1998 University of Wisconsin University Fellowship (top 1% of graduate students).
1990 Edwin Herbert Hall Physics Prize (Bowdoin College).
1990 Barry Goldwater Scholarship nominee (Bowdoin College).
1987 Top 1%, Mathematical Association of America High School Contest.

ADMINISTRATION/SERVICE

University of Houston
- Sept 2015-May 2016: Chair of the Department of Comparative Cultural Studies.

Bristol University
- Jan 2012-Aug 2014: Chair (a.k.a. Head of Subject), Dept. of Archaeology & Anthropology.
- Jan-May 2013: MA Coordinator, Dept. of Archaeology & Anthropology.
- Sept-Dec 2012: Director Undergraduate Programs, Dept. Archaeology & Anthropology
- Full teaching & marking load
- Promotions Committee, Faculty of Arts, Bristol University
- Bristol University Open Days: Every semester, 2012-2015

At Durham University
- Director of Undergraduate Studies, Anthropology Dept. (2008-2011)
- Full teaching and marking load
- Chair of Anthropology Teaching and Learning Committee (2008-2011).
- Durham University Research Committee (2009-2011)
- Anthropology Alumni Relations Officer (2011)
- Leverhulme Tipping Points Management Board (2009-2011)
- Faculty Periodic Review and Accreditation Panel (2009-2011)
- Anthropology Board of Studies (from Oct 2005), Chaired by Prof Bob Simpson
- Other administrative duties, Durham University: Secretary of the Board of Studies; Library Officer, Anthropology Representative; Natural Sciences Exam Board; Anthropology/Archaeology Joint Committee; Joint Degrees Contact, Combined Honours Contact; Joint Honors Committee Staff-Student Consultative Committee; Teaching and Learning Committee.

Research project management
- 2009-2013 P.I., 4-year AHRC grant with Cardiff and Oxford Universities (see above).
- 2008-2014: P.I., AHRC Early Careers grant with one AHRC-funded PhD student
- 2008: Co-founded the Durham University Centre for the Coevolution of Biology and Culture.
- 2006: Co-founded the Durham University Centre for Past Peoples and Palaeoenvironments
CV: Professor R. Alexander Bentley

Conferences

Conferences organised

Jun 2014  “How sugar changed the world,” Institute of Advanced Studies, Bristol University
June 2012  Program co-Chair, NETSCI, Northwestern University (June)
July 2011  “Hiering, innovations and tipping points in financial systems.” Durham University.
Apr. 2009  “Anthropology and physics,” funded by €10,000 from ESF (with P. Ormerod)
Dec 1999  “Complex Systems and Archaeology.” (W/ IJDG Maschner) TAG, Cardiff University.

Academic conference presentations (keynotes highlighted)

2017

2016
1. Invited Participant, Konrad Lorenz Institute, Workshop on “Convergent Evolution and Stone-Tool Technology,” Vienna, June, 2016. (expenses paid by organizers)

2015
4. “The future of culture evolution,” Workshop Cultural & Social Analytics, Imperial College, June 23rd, 2015 (Armand Leroi, Yi-Ke Guo, Mike Sterngerg, organizers)
8. “Neolithic kinship, land use and community differentiation.” Anthropology Dept. U.C.-Santa Cruz, 22 April 2015
11. Discussant, “Cultural Evolution of Neolithic Europe,” organised by S.J. Shennan, University College London (ERC-funded), 31 March 2015. (expenses paid by organizers)
CV: Professor R. Alexander Bentley


2014
15. **Keynote:** “Population movement & cultural change.” British Academy conference at Cardiff University (Richard Madgwick, organizer), 14 Nov 2014.
18. “Kinship, land use and community differentiation in the central European LBK” Bioarchaeology and the archaeology of Neolithic Europe Conference, Mainz Germany, 03 April 2014.
19. “Land use and community differentiation in the European Neolithic.” Archaeological Society, University College Dublin, 06 Feb 2014 (expenses paid by organizers)

2013

2012
28. “Network effects on decisions among many similar choices.” Bristol Centre for Complexity Sciences,” 10 Oct 2012
30. “Network effects on decisions among many similar choices. NETSCI, June 2012, Evanston IL.
32. **Opening Keynote:** "Connected Past" Conference, “Networks, complexity and the archaeology of complex social systems” Southampton University, 24 March 2012. (expenses paid)
33. CABdYN Complexity Centre Seminar Series, “Social influence and drift in collective behavior” Oxford University, 6 March 2012. (expenses paid by organizers)

2011
36. “Social influence and drift in collective behavior,” Santa Fe Institute, 9 November 2011.
CV: Professor R. Alexander Bentley

41. Strontium isotope results from LBK Lifeways project. LBK Lifeways Colloquium, Cardiff U., 5 May 2011
44. Seminar for Bath University Institute for Complex Systems, 2011

2010
49. “Quality versus fashion in collective behaviour,” Quality Commons, 28-29 Jan 2010, Paris, France. (expenses paid by organizers)

2009
52. Presentation for Biology Dept. seminar, U. Massachusetts-Amherst, March 2009.
53. “Prehistoric cultural change” Rutgers University, 7 April 2009. (expenses paid by organizers)

2008
60. ARC Centre for Creative Industries and Innovation workshop on Cultural Science, March 2008, Brisbane Australia. (expenses paid by CEO of AHRC)
61. Seminar for Archaeology Dept., James Cook University, Australia

2007
63. University of British Columbia, Culture in Evolutionary Perspective workshop, April 2007. (expenses paid by organizers)
64. Washington State University, Anthropology Department seminar, April 2007. (expenses paid)
CV: Professor R. Alexander Bintliff

65. University of Washington, IPEM Seminar series, April 2007 (expenses paid by organizers)
66. UCL Course on Stable Isotopes and Environmental Change: Guest lecture, February 2007. (expenses paid by organizers)
69. Random drift leads to extremes. Extreme Events Workshop, Durham IAS, 2007

2006 and before
72. Prehistoric society, kinship, and isotopic evidence: Can we get more out of isotopic data? British Association for Biological Anthropology, University of Birmingham, 2006
73. Society, kinship and isotopic evidence in Neolithic Europe. British Museum, 2006
74. Archaeological theory as an evolutionary process. UISPP, Lisbon, 2006
75. Seminar, Linguistics Dept., U. of Edinburgh (2006?)
76. Seminar, Archaeology Dept., Bristol U., 2005
77. Seminar, Anthropology Dept., Durham U. 2005
78. Tracing early Neolithic human mobility isotopes: evidence from south-west Germany. The Mesolithic-Neolithic Transition in North-west Europe, Cardiff U. (British Academy), 2005
81. EU Science Foundation workshop on Archaeology and Genetics, Seix France, June, 2004. (expenses paid by organizers)
82. Human mobility and the transition to agriculture in prehistoric Thailand: Isotope evidence from archaeological skeletons. EURASEAA, British Museum, London, 2004
86. (with T.D. Price) Strontium isotopes and Europe's first farmers. 33rd Archaeometry Symposium, Amsterdam, 2002
87. Seminar, Anthropology Dept., U.C. Berkeley, 2002
89. Seminar, Archaeology Dept., Stanford U. 2002
90. Seminar, Dept. of Archaeology, Cambridge, 2002
92. Seminar, Archaeology Dept., Southampton U. 2002
93. Seminar, Anthropology Dept., U. of Wisconsin, 2002
94. Seminar, Southampton Oceanography Centre, 2002
95. Seminar, Anthropology Dept., New York U.
96. Seminar, Institute of Archaeology, UCL
98. Seminar, Dept. of Earth Sciences, UCL
99. Seminar, Anthropology Dept., SUNY Stony Brook
100. Seminar, Dept. of Archaeology, Nottingham U. 2003(?)
101. Seminar, Seminar, Psychology Dept., U. of Liverpool, 2005(?)
102. Seminar, Archaeology Dept – U. of York
103. Seminar, School of History and Archaeology, Cardiff U.
CV: Professor R. Alexander Boasby


Public & commercial presentations

121. "On the Tipping Point," panel discussion for Durham University alumni, Institute for Chartered
Presentation at the Social Mood Conference, Socionomics Institute) Atlanta, 11 April 2015.
123. "Neolithic kinship, land use and community differentiation," Clifton Antiquarian Club, U.K., 11
July 2015.
129. Pervasive Media Studio (Bristol media company) "Mapping social behavior" 20 Sept 2013.
130. "Parental and social influence and levels of vaccination." ENGAGE conference, Bristol. 05 Dec
2012.
131. European Society for Paediatric Infectious Diseases, "An anthropologist's view on vaccination"
Thessaloniki Greece, 9 May 2012. (audience of ~1000 medical doctors).
132. Non-Equilibrium Social Science, Brussels, March 2012
134. Google Social Media Week, "Does the Internet really change how we interact and decide?"
London, 16 February 2012.
135. "Archaeology, anthropology and sustainable systems." David Blockley Lecture in Systems,
136. Brainjuicer event, Chicago, 3 November 2011
137. Royal Society of Arts (with Mark Earls) "Till Have What She's Having: Mapping social
behaviour" London, 3 November 2011.
138. Complexity approaches to creative economy data. Panel at the Complexity and Creative

Journal referee (examples)

Royal Society Interface  Nature  PNAS  Scientific Reports  Behavior and Brain Sciences
Current Anthropology  Evolution and Human Behavior  Antiquity  J. of Archaeological Science
American Anthropologist  American Antiquity  American J. of Physical Anthropology
Archaeometry  J. of Archaeological Method and Theory  Proceedings of the Royal Society B
CV. Professor R. Alexander Bentley

Research reviewed in academic journals and science magazines
2012 "Occupy the Neolithic." ScienceNOW, 28 May 2012
2010 "That Birdsong is so five minutes ago" ScienceNow 24 August 2010.
2008 "Pioneers of the Pacific" National Geographic, March 2008 (mentions my work)
2008 "Evidence of regular oceanic voyages amongst the Lapita" World Arch. Congress News
2004 "Names parents give their children illuminate cultural evolution." Economist, 20 May.
2003 "Baby names a game of chance” Nature 18 June.

Radio interviews
2014 BBC Radio 3 Free Thinking Festival "Watching us watching them watching each other" Nov 2014.
2011 Interview, BBC Radio 4 "Analysis" program, 19 Sept.
2008 Interview, BBC Radio 4, “Today” program, June 2008
2008 Interview, BBC Radio Scotland, June 2008
2008 "Stone Age man killed to get a woman" The Daily Telegraph, 3 June 2008.
2007 Interview, Discovery Channel Radio, SETI Institute Science Show (USA)
2007 BBC Radio Newcastle and BBC Radio Cleveland
2004 Interview, BBC Radio 4: “The Leading Edge”

Other press coverage of research
2012 "Occupy the Neolithic" covered by Wired, BBC Wales, and The Guardian.
2009 "Mumias are no longer our bag." The Scotsman 27 May 2009.
2007 "Fashion is fickle, but change constant" The Times, 29 March.
2007 "It's predictable -- we're all copycats" Reuters, 2 April.
2004 "Why are they so popular?" The Daily Telegraph, 17 June.
2004 "Popular culture goes to the dogs." USA Today, 8 June.
2004 Coverage, National Public Radio (USA): "Stateside"
2004 Coverage, National Public Radio (USA): "The Todd Mundt Show"
2003 "So what shall we call our baby?" The Telegraph, 27 June.

also:
Michael J. Blum, Ph.D.
Dept of Ecology & Evolutionary Biology
Tulane University
New Orleans, LA 70118
mjblum@tulane.edu; www.tulane.edu/~mjblum

The By-Water Institute
Tulane University
New Orleans, LA 7018
tulane.edu/bywater; cbr.tulane.edu

Administrative Appointments

Tulane University:
Director, The By-Water Institute
Director, Tulane-Xavier Center for Bioenvironmental Research
Interim Director, Tulane-Xavier Center for Bioenvironmental Research

September 2016 – present
August 2013 – September 2016
July 2012 – July 2013

Faculty Appointments

Tulane University:
Associate professor, Department of Ecology and Evolutionary Biology
Assistant professor, Department of Ecology and Evolutionary Biology
July 2012 – present
July 2007 – June 2012 (early tenure)

The Eugenie Schwartz Professor of River and Coastal Studies
The Ken & Ruth Arnold Early Career Professor in Earth & Ecological Science
July 2012 – July 2017
July 2010 – June 2012

Clemson University:
Adjunct professor, Department of Biological Sciences
May 2010 – August 2015

Wright State University:
Assistant professor, Department of Biological Sciences
January 2007 – June 2007

Postdoctoral experience

U.S. Environmental Protection Agency:
Molecular Ecology Research Branch; federal postdoctoral fellow
Postdoctoral mentor: Dr. Mark Bagley, National Exposure Research Laboratory
Dec 2002 – Dec 2006

University of California, Davis:
Department of Evolution & Ecology; postdoctoral research associate
Postdoctoral advisor: Dr. Donald Strong
June 2002 – October 2002

Education

Duke University, Ph.D. in Zoology
Dissertation title: Neotropical hybrid zone stability and formation
Postdoctoral advisor: Dr. Daniel A. Livingstone (deceased)
Dec 2002

U.C. Berkeley, B.A. in Integrative Biology,
U.C. Tropical Biology Program, Costa Rica, Spring 1994
University of Virginia, 1991-1992

Professional positions

Thalweg Studio: Urban landscape and architectural design firm; member, Board of Directors (4/08-5/11)

Aug 1995

100
California Department of Fish and Game: Aquatic Bioassessment Laboratory; Aquatic entomologist (6/96-8/97)
Natural Resource Scientists, Inc.: Fisheries biologist (10/95-5/96)
U.S. Forest Service, El Dorado N.F.: Fisheries biological technician (8/95-10/95)
U.C. Berkeley, School of Environmental Design: Research assistant for Dr. G. Mathias Kondolf (10/94-8/95)

Grants, awards, contracts, cooperative agreements and transfer agreements

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007-2017 (Tulane):</td>
<td>$15,924,969 (+$5,584,321 pending)</td>
<td></td>
</tr>
<tr>
<td>2002-2006 (US EPA):</td>
<td>$1,065,000</td>
<td></td>
</tr>
</tbody>
</table>

Pending $2,996,691 NSF NRT (Sheats, PI; Grayson, Co-PI)
NRT: Holistic Integrative Training in Energy, Water, Resiliency, and Sustainability

Pending $1,179,455 GoMRI, RFP VI (Fincanne, Lead Consortium PI)
Consortium for Resilient Gulf Communities II (subaward)

Pending $1,000,000 State of Louisiana, Capital Outlay Request (Wright, Courtesy, Co-Leads)
Construction of the Tulane River & Coastal Center

Pending $177,501 GoMRI, RFP VI (Snow, PI; Anderson, Pardue, Thibodeaux, Co-PIs)
Phytoplankton evolution of petroleum on plant cuticle surfaces in coastal systems (subaward)

Pending $104,442 HUD, National Disaster Resilience Competition (Lewis, PI)
The Gently Resilience District: Monitoring Tree Canopy & Green Space

Pending $66,232 Kresse Foundation (Richmond, PI; Brannas, Lesen, Thall, Co-PIs)
Changing Places to Improve the Health of Under-Resourced People in Cities

Pending $50,000 Selley Foundation (Erikson, Co-Lead)
Construction of the Tulane River & Coastal Center

Pending $10,000 Tulane University, Carol Levin Berack Faculty Grants program
Transcriptomics of rapid evolution to climate change

2017-19 $188,656 DoD, SERDP (Gilliam, Hogan, McIntyre, Co-PIs)
Supplement: Control and mitigation of aquatic invasive species in Pacific island streams

2017-20 $878,394 NSF, DEB Ecosystems Science Cluster (JS McLachlan, PI; Megowigal, Co-PI)
Eco-evolutionary dynamics of coastal marsh responses to rising CO2

2016-18 $1,402,257 GoMRI, RFP IV (Flucan, Lead Consortium PI)
Consortium for Resilient Gulf Communities I (subaward)

2016-21 $766,844 HUD, National Disaster Resilience Competition (Lewis, PI)
The Gently Resilience District: Monitoring Progress, Informing Process

2016-17 $7,000 Tulane University, Carol Levin Berack Faculty Grants program
Eco-evolutionary dynamics of coastal marsh responses to climate change

2016-19 $1,569,749 GoMRI, RFP V (Van Bael, PI; Gnanach, Papadopoulos, Pardue, Co-PIs)
Chemical evolution and plant-microbe degradation of petroleum in salt marsh plants and soils

2015-16 $50,000 Selley Foundation (Erikson, Co-Lead)
Construction of the Tulane River & Coastal Center

2015-16 $1,500,000 State of Louisiana, Capital Outlay Request (Wright, Courtesy, Co-Leads)
Construction of the Tulane River & Coastal Center

2015 $4,000 Louisiana Board of Regents, LINK program
Training for diagnosticians of zoonotic pathogens

2015-19 $1,253,051 DoD, SERDP (Gilliam, McIntyre, Hogan, Co-PIs)
Control and mitigation of aquatic invasive species in Pacific island streams

2013-18 $1,410,358 NSF, CNH program (Gotham, Campanella, Childs, Taylor, Co-PIs)
Diversity and disease in a post-trauma urban landscape

2013-16 $72,000 USFS, Southern Research Station, Co-Op
Structure and Function of the New Orleans Urban Forest

2013-14 $1,920 Tulane University, Newcomb Foundation Undergraduate Research Fellows Program
Genetic analysis of an antagonistic plant-animal interaction

2012-16 $3,000,000 US Economic Development Administration
Construction of the Tulane Riverfront Campus

2012-15 $150,000 Delta Regional Authority
Construction of the Tulane Riverfront Campus

2012-14 $149,900 NSF, WSC program (Johannesson, PI; Davis, England, Getham, Co-PIs)
Cross-disciplinary analysis of a growing urbanized coast
<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
<th>Sponsor</th>
<th>Project Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012-13</td>
<td>$1,988</td>
<td>Tulane University, Newcomb Foundation Undergraduate Research Fellows Program</td>
<td>Climate change and non-native parasite infections of at-risk native stream fishes in Hawaii</td>
</tr>
<tr>
<td>2012-13</td>
<td>$1,000</td>
<td>Tulane University, Newcomb Foundation Undergraduate Research Fellows Program</td>
<td>Hybridization and multimodal signaling in stream fishes</td>
</tr>
<tr>
<td>2012-14</td>
<td>$850,000</td>
<td>GOMRI RFP 1 (Purdue, PI; Jackson, Reible, Co-PIs)</td>
<td>Coastal wetland plant and rhizophora microbial responses to oil exposure (subproject)</td>
</tr>
<tr>
<td>2011-12</td>
<td>$5,000</td>
<td>Tulane Global Health Seed Grant Program</td>
<td>Cross-archipelago validation of water quality assessment protocols for oceanic islands</td>
</tr>
<tr>
<td>2011-14</td>
<td>$130,987</td>
<td>NSF, MRI program (Ban, Derryberry, Karubian, Richards-Zawacki, Co-PIs)</td>
<td>MRI: Acquisition of an automated sequencer for research, training and education at Tulane University and partner institutions</td>
</tr>
<tr>
<td>2010-11</td>
<td>$2,482</td>
<td>Tulane University, Newcomb Foundation Undergraduate Research Fellows Program</td>
<td>Reconstructing introduction and transmission pathways of a non-native parasite infecting at-risk native stream fishes in Hawaii</td>
</tr>
<tr>
<td>2010-11</td>
<td>$1,785</td>
<td>Tulane University, Newcomb Foundation Undergraduate Research Fellows Program</td>
<td>Evolutionary diversification of Rivalus hartli across the Lesser Antilles</td>
</tr>
<tr>
<td>2010-11</td>
<td>$2,000</td>
<td>Tulane University, Provost Fund for Faculty-Student Scholarly Engagement</td>
<td>From reefs to ridges: interhabitat connectivity across the Hawaiian archipelago</td>
</tr>
<tr>
<td>2010-11</td>
<td>$50,367</td>
<td>NSF, CBET (Somasundaram, PI, Papadopoulos, Co-PI)</td>
<td>(RAPID) Attachment of crude oil and washability of sand beaches and marsh lands: effects of times and dispersors</td>
</tr>
<tr>
<td>2010-11</td>
<td>$33,500</td>
<td>USFS, Southern Research Station, Co-Op (Ja Melachlan, Co-PI)</td>
<td>Ecosystem Structure and Function of the Urban Landscape in New Orleans</td>
</tr>
<tr>
<td>2009-11</td>
<td>$299,551</td>
<td>NSF, ULTRA Exploratory Award (Gotham &amp; JA Melachlan, PIs)</td>
<td>Reconsidering the “New Normal:” The Impact of Trauma on Urban Ecological and Social Diversity</td>
</tr>
<tr>
<td>2009-12</td>
<td>$104,000</td>
<td>Louisiana Board of Regents (Heins &amp; Sherry, Co-PIs)</td>
<td>Recruiting superior students in environmental biology</td>
</tr>
<tr>
<td>2009</td>
<td>$3,500</td>
<td>Las Vegas Spring Reserve, contract (Hekkala, Co-PI)</td>
<td>Genetic comparison of historical and contemporary Rana species at the Las Vegas Springs Reserve</td>
</tr>
<tr>
<td>2008-09</td>
<td>$2,000</td>
<td>Tulane University, Provost Fund for Faculty-Student Scholarly Engagement</td>
<td>Population genetic structure and philately in migratory suckers</td>
</tr>
<tr>
<td>2008-09</td>
<td>$1,500</td>
<td>Tulane University, George Lurcey Grant Program for undergraduate research</td>
<td>Evolutionary responses to global environmental change: Inferences from seed banks and coastal marsh sediment stratigraphy</td>
</tr>
<tr>
<td>2008-09</td>
<td>$2,480</td>
<td>Tulane University, Newcomb Foundation Undergraduate Research Fellows Program</td>
<td>Genetic variation among Schoenopteris segges</td>
</tr>
<tr>
<td>2008-11</td>
<td>$124,000</td>
<td>US EPA, Federal capital equipment transfer agreement</td>
<td>Transfer and donation of 16-capillary ABI 3100 DNA Sequencer</td>
</tr>
<tr>
<td>2008</td>
<td>$2,000</td>
<td>Tulane University, Stone Center for Latin American Studies</td>
<td>Isolation and evolutionary diversification of an insular freshwater fish</td>
</tr>
<tr>
<td>2008-10</td>
<td>$177,000</td>
<td>Tulane University, Research Enhancement Fund (Mather, PI)</td>
<td>Expanding GIS education and research opportunities at Tulane University</td>
</tr>
<tr>
<td>2008-09</td>
<td>$20,000</td>
<td>USGS, LEAG (in collaboration with JA Melachlan)</td>
<td>Comparative assessment of reproductive failure and susceptibility of freshwater fishes to environmental stressors</td>
</tr>
<tr>
<td>2008-11</td>
<td>$149,000</td>
<td>Dept of Defense, ONR (in collaboration with JA Melachlan)</td>
<td>A systems approach to assessing exposure: Assaying organismal and population-level effects of environmental stressors</td>
</tr>
<tr>
<td>2008-09</td>
<td>$10,000</td>
<td>Louisiana Board of Regents, Pfund Program (Guil, Co-PI)</td>
<td>Evolutionary responses of freshwater fishes to anthropogenic modification of stream flow</td>
</tr>
<tr>
<td>2008-14</td>
<td>$1,546,700</td>
<td>Dept of Defense, SERDP (Gilliam &amp; McIstryre, Co-PIs)</td>
<td>Development and use of genetic methods for assessing aquatic environmental condition and recruitment dynamics of native stream fishes on Pacific Islands</td>
</tr>
<tr>
<td>2005-06</td>
<td>$300,000</td>
<td>US EPA, research award (Bagley, PI)</td>
<td>Metagenomic detection and monitoring of Great Lakes invasive species</td>
</tr>
<tr>
<td>2005-06</td>
<td>$80,000</td>
<td>US EPA, research award (Bagley, PI)</td>
<td>Development of a bioinformatics database for monitoring Pacific coast ballast organisms</td>
</tr>
<tr>
<td>2005-06</td>
<td>$120,000</td>
<td>US EPA, Regional Applied Research Effort Grant, R10 (Bagley, Co-PI)</td>
<td>Regional transport and secondary spread of invasive species across Pacific estuaries</td>
</tr>
<tr>
<td>2004-05</td>
<td>$110,000</td>
<td>US EPA, Regional Applied Research Effort Grant, R9 (Bagley, Co-PI)</td>
<td></td>
</tr>
</tbody>
</table>
Executive and Compensation Committee - Expedited Tenure Recommendations for UT Knoxville Faculty Members

Transport pathways of invasive species across Pacific estuaries

2004-05 $ 120,000 US EPA, Regional Methods Grant (Bagley, Co-PI)
Characterizing species assemblages and targeted screening for invasive species in ballast: DNA based species identification and enumeration from aggregate samples
PI

2003-05 $ 125,000 US EPA, research award (Walters, Co-PI)
Vulnerability of rivers in the Mobile and Apalachicola basins to invasion by red shiner (Cynolebias lutrensis)
Co-PI

2003-04 $ 50,000 US EPA, research award
Adaptive responses of coastal marsh plants to global climate change
PI

2002-04 $ 160,000 US EPA, research award (Bagley, PI)
Landscape genetics of freshwater fishes in Midwestern streams
Co-PI

Commendations, awards and honors

Tulane School of Science and Engineering Award for Largest Competitive Grant (2013-2014)
Dept of Defense SERDP Project of the Year Award in Resource Conservation and Climate Change (2013)
Selected as the Tulane University nominee for the Blavatnik Award in Life Sciences (Fall 2013)
Appointed as the Eugenie Schwartz Professor of River and Coastal Studies (7/12-present)
Appointed as the Thomas & Ruth Arnold Early Career Professor in Earth and Ecological Science (7/10-7/12)
Nominated as a Young Scientist to attend the 2010 Science and Technology in Society Forum in Kyoto, Japan
City of Portland (OR) “Integrating Habitats” national urban design competition (2007): Third Place, neighborhood in-fill competition (in collaboration with Thalweg Studio, New Orleans, LA)

Postdoctoral and graduate fellowships or scholarships

Smithsonian Tropical Research Institute Predoctoral Fellowship (2000-2002)
National Science Foundation Graduate Fellowship (1999-2002)
US Department of Defense National Security Education Program Graduate Fellowship (1999)
Smithsonian Tropical Research Institute Short Term Predoctoral Fellowship (1999)
US Department of Education Summer FLAS Fellowship, Brazilian Portuguese (1999)
Duke University Center for Teaching and Learning Fellowship (1998-1999)
Duke University Graduate Scholarship and Teaching Assistantship (1997-1999)

Graduate research grants and awards

1997-2002 (Duke): $12,750
Duke University Conference Travel Award (2002); $500
Eleane Webb Dissertation Research Award (2002); $250
OTS-STRI Mellon Research Award (2001); $2,500
Sigma Xi Grant in Aid of Research (2000); $1,000 (includes Duke University matching funds)
Andrew Mellon Foundation Award for International Research (2000); $1,300
Duke University Conference Travel Award (2000); $500
The Explorer’s Club Research Grant (1999); $1,100
Duke University Graduate School Award for International Research (1999); $1,500
North Carolina Academy of Science Graduate Research Award (1999); $500
Duke University Zoology Department Grant in Aid of Research (1999); $1,000
Andrew Mellon Foundation Award for International Research (1998); $1,200
Duke University Zoology Department Graduate Student Research Fund (1997); $1,400

Teaching experience

Tulane University: Faculty instructor, 9/07-current
  EBIO 2050: Global Change Biology (introductory undergraduate level, 20-55 students)
  EBIO 4170/7170: Speciation and Macroevolution (advanced undergraduate/graduate level, 10-20 students)
EBIO 4190/7190: Wetlands Ecology (advanced undergraduate/graduate level, 10-20 students)
EBIO 4230/7230: Molecular Evolution & Ecology (advanced undergraduate/graduate level, 10-15 students)

Wright State University: Faculty instructor, 3/07-06/07
Bio 410/701: Environmental Protection: Science, Policy and Regulation (undergraduate/graduate level)

U.S. Environmental Protection Agency: initiated a pilot Short Term Graduate Fellowships Program (Spring 2004) to provide research support and mentorship to senior graduate students undertaking environmental sciences research

Duke University: Graduate Student Instructor (8/97-5/99 and 1/02-5/02)
Biology 110/110L: Ecology (advanced undergraduate level)
Biology 184L: Experimental Cell and Molecular Biology (advanced undergraduate level)
Zoology 217: Tropical Ecology (graduate level)

Duke University: Center for Teaching and Learning Fellow, 1998-99: development of laboratory curriculum and laboratory manual with graduate student instructor teaching guidelines for Biology 110L (Ecology)

Peer-reviewed journal articles and book chapters (*corresponding author when not also first author)

Pending submission:
85. Lisi, P.J., Hain, E.F., Childress, E., Gagne, R.B., Hogan, J.D., Gilliam, J.F., Blum, M.J., McIntyre, P.B. Responses of native stream fishes to urbanization across Hawaii: toward a trait based understanding of species resilience. For Ecological Applications
84. Childress, E.S., Kraemer, B.M., Hain, E., Gilliam, J.F., Blum, M.J., McIntyre, P.B. Stream nutrients integrate signals of current land use and 4-million years of ecosystem development across the Hawaiian archipelago. For Ecosystems
83. Hain, E.F., Lamphere, B.A., Blum, M.J., Nelson, S.A.C., McIntyre, P.B., Gilliam, J.F. The migratory gauntlet: watershed disturbance increases the size of diadromy. For Freshwater Biology
82. Alda, F., Unmack, P., Carson, E., Schonhuth, S., Neely, D., Dowling, T., Mayden, R., Blum, M.J. Diversity and phylogeography of stonorollers (Cyprinidae: Campostoma). For Molecular Phylogenetics & Evolution
81. Schonhuth, S., Gagne, R., Alda, F., Neely, D., Mayden, R., Blum, M.J. Molecular systematics and biogeography of the cyprinid genus Semoilus (Actinopterygii: Cypriniformes). For Molecular Phylogenetics and Evolution

In review:
79. Peterson, A.C., Gersh-Chavez, B., Alda, F., Riegel, C., Firth, C., Lipkin, I., Kosoy, M.C., Blum, M.J. Diversity and prevalence of rodent-borne Bartonella vary according to host species within and among cities. EcoHealth.

In revision:


In press or print:


**Peer-reviewed reports**


**Non peer-reviewed publications**


Manuscripts in preparation

Aquatic Ecology and Eco-Evolution of Fishes:
Blum, M.J., Bagley, M.J. Community genetics and species diversity of stream fishes. For Molecular Ecology
Blum, M.J. Genetic tools for assessing aquatic environmental condition. For Bioscience
Blum, M.J. Freshwater diversity on oceanic islands. For American Naturalist
Blum, M.J., Hogan, J.D., Bagley, M.J., Chakoud, D. Landscape impedance of gene flow in stream fishes. For Molecular Ecology
Moody, K., Gagné, R., Alda, F., Hogan, J.D., Walter, R., McIntyre, B.P., Gilliam, J.F., Blum, M.J. Genetic diversity and species diversity of stream fishes across the Hawaiian archipelago. For Molecular Ecology
Unnack, P., Neely, D., Blum, M.J. Using comparative approaches to uncover cryptic species complexes- the case of Cottus bairdii. For Evolution
Ward, J.L., Zhang, A., Blum, M.J. Uncorrelated divergence in male traits and female preferences promotes invasion success. For Animal Behaviour
Ward, J.L., Sa, F., Blum, M.J. Lifelong disruption of prezygotic reproductive isolation following early developmental exposure of sympatric congeners to an environmental estrogen. For Biology Letters

Coastal Ecology & Eco-Evolution of Coastal Marsh Plants:
Chatfield, M.W.H., Dalborn, C.J., Blum, M.J. Megaretorizations: Too big to fail, too big to succeed? For Frontiers in Ecology & the Environment
Connahs, H., Fox, M., Castaneda, G., Blum, M.J. Environmental regulation of top down and bottom up forces in coastal ecosystems. For Oecologia
Drabek, D., Safarí, M., Jarrell, E.R., Blum, M.J. Genetic diversity and source tracking of Spartina patens. For Biological Invasions
Pilgrim E., Blum, M.J., Darling R.A. Invasion genetics of the biofouling gammarid amphipod Melita nitida on the Pacific coast of North America. For Biological Invasions

Select media coverage


Select news summaries of Puckett et al. (ProcRoySoc, 2016)

Select news summaries of Kandalepas et al. (PLoS One, 2015)
National Geographic: http://videonationalgeographic.com/video/15061/eli-cali-eel-bacteria-in
New Orleans City Business: http://neworleanscitybusiness.com/blog/2015/02/19/eels-study-could-lead-to-bioplasma-

The Tulsion New Wave: http://tulsionnewwave.com/2015/03/19/eels-video.html

Select news summaries of Peterson et al. (Bioscience, 2012)
The Tulsion New Wave: http://tulsionnewwave.com/2012/04/20/oil_well_calamari_video.html

Select news summaries of Ward et al. (Evolutionary Applications, 2012)
Sciencedaily.com: http://www.sciencedaily.com/releases/2012/07/1207020837.htm
Select news summaries of Hekkala et al. (Molecular Ecology, 2011):

Scientific American: http://www.scientificamerican.com/article.cfm?are=east&saf=2011-09-26

Select news summaries of Hekkala et al. (Conservation Genetics, 2011):

Amphibiaweb (June 13 2011): http://amphibiaweb.org/resources/amphibian_news.html

Select news summaries of Haas et al. (Biology Letters, 2010):

BBC Wildlife: http://www.bbc.co.uk/guide/w1g1m9e04n3
Futurity.org: http://www.futurity.org/2010/05/07/michiko-schrestha/09684
The Tulane New Wave: http://tulane.edu/news/story/2010/05/07/michiko-schrestha/09684/ReadForFree-1

Select news summaries and features of urban ecology research:

The Discovery Channel documentary entitled “Rats”: http://www.discovery.com/health/catching-the-virus-from-rats/5
National Science Foundation “Urban Forests” http://sciencebg.washington.edu/2010/04/26/urban-forest-can-change-urban-landscape-
Discovery Channel and TV5 Montreal: Ports D’ATTaque (New Orleans episode)
The New Orleans Times-Picayune: “Make It Right rain gardens hold on to water” (Sept 6 2008)

Select news summaries and features of oil spill and coastal marsh research:

The New Orleans Times-Picayune: http://www.nola.com/environment/index.ssf/2012/02/12/tips_for_cleaning_up_oil_s.html
Natural Resources Defense Council: http://www.nrdc.org/enviro/maritime/bermudian-wreck-did-oil-spill
Channel 4 (UK) and Discovery Canada in “Wonders of the Modern World” 5-part documentary, “Oil & Water” by Steve D unin and Shannon Wheeler (Fantographics Books, 2011)
University of California, Berkeley Media Relations, News Release (Feb 8 2012): http://www.berkeley.edu/newsites/berkeleynews/files/2012/02/13/marsh_archivists.pdf
The Tulanian: “Science on the edge” (Winter 2008)

Select new summaries of SERDP research on Hawaiian streams:

Environment Hawaii: http://www.environment-hawaii.org/p-k262

Invited seminars

2017

University of California, Irvine, Dept. of Ecology & Evolutionary Biology
University of Tennessee, Knoxville, Dept. of Ecology & Evolutionary Biology
Oak Ridge National Laboratory, Climate Change Institute
National Defense University, International Fellows Program

2016

University of Pittsburgh, Dept. of Biological Sciences
Ohio State University, Dept. of Evolution, Ecology and Organization Biology
Ohio State University, Dept. of Evolution, Ecology and Organization Biology
<table>
<thead>
<tr>
<th>Year</th>
<th>Institution and Department</th>
<th>Event or Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>California State University Channel Islands, Environmental Science &amp; Resource Management Program</td>
<td>Chapman University, Civic Engagement Initiatives</td>
</tr>
<tr>
<td></td>
<td>AHI Travel, The Netherlands-Belgium River Cruise</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>US Fish and Wildlife Service, National Conservation Training Center</td>
<td>University of Southern Mississippi, Gulf Coast Research Laboratory</td>
</tr>
<tr>
<td></td>
<td>University of California, Merced, School of Engineering</td>
<td>University of Louisiana, Lafayette, College of Engineering &amp; College of Sciences</td>
</tr>
<tr>
<td></td>
<td>Society of Environmental Journalists, Annual Conference, New Orleans</td>
<td>City of New Orleans, Mosquito Termite and Rodent Control Board</td>
</tr>
<tr>
<td>2013</td>
<td>Yale University, Dept. of Ecology &amp; Evolutionary Biology</td>
<td>Rice University, Dept. of Ecology &amp; Evolutionary Biology</td>
</tr>
<tr>
<td></td>
<td>Drexel University / Academy of Natural Sciences, Dept of Biodiversity, Earth, and Environmental Science</td>
<td>Purdue University, Dept. of Biological Sciences</td>
</tr>
<tr>
<td></td>
<td>Purdue University, Dept. of Forestry &amp; Natural Resources</td>
<td>Louisiana State University, Museum of Natural History</td>
</tr>
<tr>
<td></td>
<td>Louisiana State University, Dept. of Oceanography and Coastal Studies</td>
<td>Louisiana State Museum</td>
</tr>
<tr>
<td>2012</td>
<td>Central Michigan University, Dept. of Biology</td>
<td>Organization for Tropical Studies</td>
</tr>
<tr>
<td></td>
<td>Louisiana State University, Dept. of Biological Sciences</td>
<td>Sewanee College (University of the South), Dept. of Biology</td>
</tr>
<tr>
<td></td>
<td>University of Southern Mississippi, Dept. of Biological Sciences</td>
<td>Los Alamos National Laboratory, Biological Sciences Division</td>
</tr>
<tr>
<td>2011</td>
<td>Clemson University, Dept. of Biological Sciences</td>
<td>Louisiana State University, Dept. Plant Pathology &amp; Crop Physiology</td>
</tr>
<tr>
<td></td>
<td>Tulane University, School of Law</td>
<td>Utah State University, Dept. of Watershed Sciences</td>
</tr>
<tr>
<td>2009</td>
<td>East China Normal University, State Key Laboratory of Estuarine &amp; Coastal Research</td>
<td>Louisiana State University, Dept. of Biological Sciences</td>
</tr>
<tr>
<td></td>
<td>Louisiana Universities Marine Consortium</td>
<td>University of Southern Mississippi, Dept. of Biological Sciences</td>
</tr>
<tr>
<td></td>
<td>US EPA, National Exposure Research Laboratory</td>
<td>Southeastern Louisiana University, Dept. of Biological Sciences</td>
</tr>
<tr>
<td></td>
<td>Loyola University, New Orleans, Dept. of Biological Sciences</td>
<td>Louisiana State University, Museum of Natural History</td>
</tr>
<tr>
<td></td>
<td>Make It Right Foundation, New Orleans</td>
<td>City of New Orleans, Dept. of Public Works</td>
</tr>
<tr>
<td>2007</td>
<td>Tulane University, Dept. of Ecology and Evolutionary Biology</td>
<td>Baylor University, Dept. of Biology</td>
</tr>
<tr>
<td></td>
<td>Wright State University, Dept. of Biological Sciences</td>
<td>Saint Louis University, Dept. of Biology</td>
</tr>
<tr>
<td></td>
<td>Texas Tech University, Dept. of Wildlife, Fisheries and Range Management</td>
<td>Rutgers University, Newark, Dept of Biological Sciences</td>
</tr>
<tr>
<td></td>
<td>The University of South Dakota, Dept. of Biology</td>
<td>Drake University, Dept. of Biology</td>
</tr>
<tr>
<td></td>
<td>Wright State University, Dept. of Biological Sciences</td>
<td>University of Dayton, Dept. of Biology</td>
</tr>
<tr>
<td></td>
<td>California State University, Fresno, Dept. of Biology</td>
<td>University of Wisconsin, Whitewater, Dept. of Biological Sciences</td>
</tr>
<tr>
<td>2005</td>
<td>North Carolina State University, Dept. of Zoology</td>
<td>Montclair State University, Dept. of Biology and Molecular Biology</td>
</tr>
<tr>
<td></td>
<td>University of Wisconsin, Whitewater, Dept. of Biological Sciences</td>
<td>University of Cincinnati, Dept. of Biological Sciences</td>
</tr>
<tr>
<td>2004</td>
<td>Duke University, Dept. of Biology</td>
<td></td>
</tr>
</tbody>
</table>
University of California, Davis, Department of Evolution & Ecology

Contributed or Invited Papers († co-author)

2017
“Soil microbial communities of two salt marshes in recovery following an oil spill” – American Society of Microbiology annual conference †
“Soil microbial communities of two salt marshes in recovery following an oil spill” – Society of Wetland Scientists annual conference †
“Diversity in the urban stream syndrome: shifting resources and responses by Hawaiian amphidromous fish” – Association for the Sciences of Limnology and Oceanography annual conference †
“The effect of invasive fish on Hawaiian stream benthic macroinvertebrates” – Association for the Sciences of Limnology and Oceanography annual conference †
“Ecosystem consequences of rapid evolution in a coastal sedge” – Society for the Study of Evolution annual conference †
“Utilizing soil-stored seed banks as natural archives” – Ecological Society of America annual conference †
“Landscape and host individual-to-community level predictors of zoonotic pathogen infection in urban rodents” – Ecological Society of America annual conference †

2016
“Chemical evolution and plant-microbe degradation of petroleum in saline marsh plants and soils” – Gulf of Mexico oil spill and ecosystem science conference †
“Diversity of salt marsh soil microbial communities after oil exposure” – Ecological Society of America annual conference †
“Socioecological responses of urban vegetation to catastrophic flooding and land abandonment in New Orleans following Hurricane Katrina” – Ecological Society of America annual conference †
“Diversity and disease in a post-trauma urban landscape” – EcoSummit 2016
“GMO fish and genetic release” – Tulane University, School of Law, Environmental Law Summit

2015
“The extended phenotype of a landform engineer: intraspecific variation affects shoreline erosion in marshes restored using Spartina alterniflora” – Ecological Society of America annual conference †
“Shifts in symbiotic endophyte communities of coastal grasses following crude oil exposure from the Deepwater Horizon oil spill” – Ecological Society of America annual conference †
“The distribution and abundance of rodents and rodent-borne pathogens in a post-trauma urban landscape” – Ecological Society of America annual conference †
“Use of 311 data to estimate pathogen risk and host distribution: Is this the right way to go?” – Ecological Society of America annual conference †
“Life-history responses of amphidromous fish to hydrologic variation among Hawaiian streams” – Society for Freshwater Science annual conference †
“Variability in migration of an amphidromous goby (Gobiidae): causes and consequences” – American Society of Ichthyologists and Herpetologists annual conference †

2014
“Synthesis, Coordination, Pipelines” – National Academy of Sciences, Gulf Research Program, Community Resilience and Health Opportunity Analysis Workshop
“Endophyte response to the Deepwater Horizon oil spill” – Gulf of Mexico oil spill and ecosystem science conference †
“Bacterial and fungal endophyte response to crude oil exposure” – Ecological Society of America annual conference †
“Endophyte response to coastal marsh restoration” – Conference on Ecological and Ecosystem Restoration†
“The Master Plan’s Dark Matter: Approaches to and Consequences of The Non-Structural Program” – State of the Coast †
“Epizootic cycles of a non-native parasite in native hosts independent of original non-native hosts” – Ecology & Evolution of Infectious Disease annual conference †
“Going with the flow: patterns of demographic divergence and connectivity in a Hawaiian stream goby” – Society for the Study of Evolution annual conference †
“Estimating population genetic structure of a non-native parasite and a native stream fish host in Hawaii” – American Society of Parasitologists annual conference †

2013
“Post-remediation restoration of heavily oiled Louisiana salt marshes” – Gulf of Mexico oil spill and ecosystem science conference †
“Extended phenotype of an ecosystem engineer: variation across cultivated and wildtype clones of
Spartina alterniflora influences processes of erosion” – Ecological Society of America annual conference

“Ridge-to-reef connectivity and source-sink dynamics of amphidromous fish across oceanic islands” – American Society of Ichthyologists and Herpetologists annual conference

“Local adaptation despite gene flow in the waterfall-climbing Hawaiian goby fish, Sicyopterus stimpsoni” – Society for the Study of Evolution annual conference

“Decreased precipitation along a natural rainfall gradient is associated with increased abundance of an introduced nematode parasite infecting endemic Hawaiian stream fishes” – American Society of Parasitologists annual conference

2012

“Reconstructing seed bank profiles for Schoenoplectus americanus in North Carolina brackish marshes” – Annual Biomedical Research Conference for Minority Students (St. Louis, MO)

“Comparative physiology of natural and man-made genotypes of a coastal marsh grass, Spartina alterniflora” – American Society of Plant Biologists annual conference

“Spread of an introduced parasite among populations of an endemic Hawaiian stream fish” – Morris Animal Foundation, annual wildlife meeting

“Distribution and population structure of a non-native parasite infecting native stream fishes in Hawaii” – International Conference on Molecular Epidemiology and Evolutionary Genetics of Infectious Diseases

“Landscape controls of stream chemistry in the Hawaiian archipelago” Society for Freshwater Science annual conference

“Fine scale population structure of Schistocephalus solidus parasites of threespine stickleback (Gasterosteus aculeatus) from Alaska” – International Conference on Molecular Epidemiology and Evolutionary Genetics of Infectious Diseases

2011

“Evolution and diversity in the Schoenoplectus pungens species complex (Cyperaceae)” – Botanical Society of America (Botany 2011) annual conference

“Genetic indicators of aquatic environmental condition on Pacific Islands” – SERDP/ESTCP annual symposium


“Estimating population size and dispersal of amphidromous gobies” – Big Island Water Resources meeting

“Molecular systematics and phylogeography of Semothys” – Southeastern Fishes Council meeting

“Patterns of shape variation in the Blacktail Shiner correlated with stream flow” – Southeastern Fishes Council meeting


“Development and use of polymorphic nuclear markers for genetic analysis of marine dispersal in diadromous fish” – Annual Biomedical Research Conference for Minority Students (St. Louis, MO)

“Broad- and fine-scale population differentiation in Awaous guamensis” – Evolution of Life on Pacific Islands and Reefs: Past, Present and Future (Manoa, HI)

“Effects of endocrine disruption on communicability and reproductive isolation in freshwater fishes” – Society for the Study of Evolution annual conference

“Morphological and genetic divergence in the waterfall-climbing Hawaiian goby, Sicyopterus stimpsoni” – Society for the Study of Evolution annual conference

2010

“Contemporary population genetic structure clarifies patterns of temporal change reconstructed from a century long coastal marsh seed bank” – Society for the Study of Evolution annual conference

“Estimating population size, connectivity and condition of native fishes within oceanic island watersheds” – SERDP/ESTCP annual symposium


“Coupled natural-human ecosystem dynamics in the Mississippi River Delta” – PopTech annual conference, Camden, ME


“Tulane’s response to the Gulf oil spill” – Tulane University Alumni Board of Directors

“Urban Trauma and Social-Ecological Resilience: Insights from the New Orleans Urban Long-Term
Executive and Compensation Committee - Expedited Tenure Recommendations for UT Knoxville Faculty Members

Research Area (ULTRA) Project." – American Anthropological Association annual conference †

"Biogeographic perspective on the evolution of Compostoma ornatum (Actinopterygii; Cyprinidae) in western Mexico" – American Society of Ichthyologists and Herpetologists annual conference †

"Isolation and differentiation of Rivulus hartii on Trinidad and neighboring islands" – Society for the Study of Evolution annual Conference †

"Morphological responses of stream fish to water impoundment" – Ecological Society of America annual Conference †

"The effects of turbidity on visual signaling and sexual selection in cyprinid fishes" – Southeastern Fishes Council meeting †

"Temporal characteristics of morphological change in Cyprinella venusta associated with impoundment" – Southeastern Fishes Council meeting †

2009

"Development and use of genetic assessment methods for Pacific island streams" – SERDP/ESTCP annual symposium

"Landscape ecology & genetics of native Hawaiian fishes" – Hawaii EPSCOR annual meeting

"Shape differences in the blacktail shiner, Cyprinella venusta, associated with impoundment in the Mobile Basin, AL" – Southeastern Fishes Council meeting †

2008

"Genes-to-ecosystem perspective on stream fishes in urban landscapes" – Hormone conference

"Landscape genetics of Hawaiian amphibious gobies" – Hawaii EPSCOR annual meeting

"Landscape genetics of Hawaiian amphibious gobies" – SERDP/ESTCP annual symposium

2007

"In-stream and watershed predictors of genetic diversity, effective population size and immigration across river-stream networks" – American Fisheries Society annual conference, symposium on landscape genetics

"Prezygotic and postzygotic reproductive isolation between introduced red shiner and native blacktail shiner (Cyprinidae: Cyprinella)." – Southeastern Fishes Council meeting

"Phylogeography and Molecular Systematics of the Mottled Sculpin Species Complex (Teleostei: Cottidae) – American Society of Ichthyologists and Herpetologists annual conference †

"European green crabs (Carcinus maenas) in the northeastern Pacific: using genetic tools to assess the introduction and regional expansion of an invasive species." – Georgi Basin Puget Sound Research Conference †

"DNA and the Clean Water Act: applications for stream bioassessments and invasive species management."– US EPA NERL management meeting †

2006

"Genetic characterization of hybridization between native and invasive Cyprinella in the upper Coosa River basin" – American Fisheries Society annual conference, symposium on hybridization

"Hybrid swarm, aggressive hybridization, and the red shiner: miscues or mystery?" – American Fisheries Society annual conference, special symposium on hybridization

"Molecular systematics and phylogeography of the Mexican stoneroller Compostoma ornatum" – American Society of Ichthyologists and Herpetologists annual conference †

"Development of DNA-based tools for identification and monitoring of aquatic introduced species" – International Conference on Aquatic Invasive Species †

2005

"Transport pathways of invasive species across Pacific coast estuaries" – US EPA National Science Forum

"Molecular genetic tools for assessing the status and vulnerability of aquatic resources"– US EPA National Science Forum †

"Invasion dynamics of red shiners (Cyprinella lutrensis) in southeastern streams" – American Fisheries Society annual conference

"Phylogeography and molecular systematics of the Cyprinid genus Compostoma" – American Society of Ichthyologists and Herpetologists annual conference †

2004

"Characterizing species assemblages and targeted screening of invasive species in ballast" – US EPA National Science Forum

"Office of Research and Development (ORD) studies in Southeastern aquatic ecosystems" – US EPA Region 4 environmental research seminar series †

"Characterizing species assemblages and targeted screening of invasive species in ballast" – Baltic Sea-Great Lakes workshop on aquatic invasive species

"Vulnerability of rivers in the Mobile and Apalachicola basins to invasion by red shiner (Cyprinella lutrensis)" – US EPA Second National Conference on Invasive Species

"Vulnerability to and consequences of biological invasions" – US EPA Second National Conference on Invasive Species

2003

"Adaptive responses of coastal marsh plants to global climate change" – Ecological Society of America
annual conference
“Adaptation of coastal marsh species to 500 years of environmental change” – International Symposium on genetic and palaeogenetic approaches in plant palaeoecology & archaeology (Bordeaux, France)

“Gene flow across parallel Heliconius hybrid zones” – Society for the Study of Evolution annual conference

“Invasive cordgrass in Pacific estuaries: how genetics effects local economies” – US EPA S&M series

Variable gene flow across Heliconius erato hybrid zones” – Second International Congress on Heliconius

“Rapid motion of a Heliconius hybrid zone” – Society for the Study of Evolution annual conference

“A Molecular Phylogeny of the Neotropical Butterfly Genus Anartia (Lepidoptera: Nymphalidae)” – Society for the Study of Evolution annual conference

Organized symposia, workshops and working groups

2016 “Emerging Educational Opportunities in Coastal Restoration” – Greater New Orleans, Inc. workshop, panelist

2015 “Coastal Hazards, Risk, Environmental Justice” – InTeGrate NSF workshop, co-organizer and host
“Katrina@10” – Tulane University, special symposium on post-Katrina NSF and NIH funded research on the recovery of New Orleans since Hurricane Katrina, co-organizer and co-host

2014 “Coastal Restoration and Protection” – Tulane Engineering Forum, co-organizer and co-host
“French American Climate Talks” (FACTS) – Symposium series supported by the French Consulate and Embassy, co-organizer and co-host of New Orleans event

“French Perspectives on Coastline Protection and Natural Disaster Prevention” – Tulane University, special symposium for the French Consulate, co-organizer and co-host

2013 “Creating Coastal Ecosystems” – Tulane Engineering Forum, co-organizer and co-host
“Coastal Restoration Plans and Progress” – Louisiana State Museum, moderator
“Challenges facing the Mississippi River Delta” – Tulane University, special symposium for the World Presidents Organization, organizer and host

2012 “Tulane-East China Normal University Ecopartnership Forum” – Tulane University, organizer and host

2010 “Gulf Ecotoxicology Working Group” – NCEAS working group, member

“Deepwater Horizon Study Group” – UC Berkeley, Center for Catastrophic Risk Management, member

2004 “Invasive species as model systems for studying rapid evolution” – Ecological Society of America annual conference, organizer

Review and advisory activities

Louisiana Universities Marine Consortium (LUMCON) Science and Education Advisory Council (10/12- present)
GoMRI Consortium for Resilient Gulf Communities (CRGC), Technical Advisory Committee (5/15- 1/16)
The City of New Orleans Sustainable Industries Subcommittee for Economic Development (1/13- 1/15)
Louisiana Board of Regents Master Plan Research Advisory Committee, Coastal & Water Management task force (6/14- 6/15)
The City of New Orleans Coastal Zone Management Advisory Council (8/11-8/14)
State of Louisiana Deepwater Horizon Oil Spill Science and Engineering Review Team (5/10-6/11)
US Environmental Protection Agency Alternative Coastal Protection and Clean-up Technical Forum (6/10)
Editorial Board of Ecology of Freshwater Fish (5/10- present)


Departmental and university service

Departmental faculty search committee (One Ecologist/Evolutionary Biologist position): 2007-2008
Departmental faculty search committees (Three Ecologist/Evolutionary Biologist positions): 2008-2009
Departmental faculty search committee (One Ecologist position): 2010-2011
Departmental graduate studies committee: 2007-2013
Departmental undergraduate curriculum review committee (chair): 2010
School of Science & Engineering graduate studies committee: 2008-2010
School of Science & Engineering alumni relations committee: 2011-2012
School of Science & Engineering grievance committee: 2014-2015
School of Science & Engineering promotion and tenure committee: 2015-present
Dept of Global Env. Health Sciences faculty search committee (Two Water Quality positions): 2011-2013
Newcomb Tulane College Honor Board (member, faculty adviser): 2008-2010, 2011-present
Tulane Oil Spill Response Committee: 2010-2014
Tulane University Senate: 2012-2014
Tulane-East China Normal University EcoPartnership (Scientific Lead): 2011-present
Tulane Water Challenge Advisory Committee: 2013-present
University representative for the Gulf Coast Cooperative Ecosystems Study Unit: 2014-present
LUMCON Executive Director Search Committee: 2015-2016

Postdoctoral and senior research associates († co-advised; *ByWater Institute faculty; **CBR faculty)

Brittany Bernik, Ph.D. (Tulane U): Postdoctoral Associate, Tulane (2016-present)
Joshua Lewis*, Ph.D. (Stockholm U): Research Assistant Professor, Tulane (2015-present)
Kristine Moody, Ph.D. (Clemson U): Postdoctoral Associate, Tulane (2015-present)
Amy Lesen*, Ph.D. (UC Berkeley): Research Associate Professor, Tulane (2014-present)
Rosalyn Rafael†, Ph.D. (U of Arizona): Postdoctoral Associate, Tulane (2014-present)
Matthew Chatfield*, Ph.D. (University of Michigan): Research Assistant Professor, Tulane (2013-2014)
Jessica Ward, Ph.D. (U of Toronto): Postdoctoral Associate, Tulane (2009-2011)
Derek Hogan, Ph.D. (U of Windsor): Postdoctoral Associate, Tulane (2009-2011)
Ryan Walter, Ph.D. (U of Windsor): Postdoctoral Associate, Tulane & NCSU (2009-2011)
Sunny Snider, Ph.D. (NCSU): Postdoctoral Associate, Tulane (2008-2009)
Michael Guille, Ph.D. (Tulane U): Research Assistant Professor, Tulane (2007-2008)

Graduate students († co-advised)

Jennifer Summers, BS: PhD student, Dept of Ecology and Evolutionary Biology, Tulane (2015-present)
Bruno Ghersi, DVM: PhD student, Dept of Ecology and Evolutionary Biology, Tulane (2014-present)
Anna Peterson, MS: PhD student, Dept of Ecology and Evolutionary Biology, Tulane (2014-present)
Sarah Sugarman, BS: MS student, Dept of Ecology and Evolutionary Biology, Tulane (2017)
Stephanie Piper, BS: MS student, Dept of Ecology and Evolutionary Biology, Tulane (2016-2017)
Rebecca Hazen, BS: PhD student, Dept of Ecology and Evolutionary Biology, Tulane (2015-2015)
Travis Haast†, BS: PhD student, Dept of Ecology and Evolutionary Biology, Tulane (2007-2014)
Mark Fox, MS: MS student, Dept of Ecology and Evolutionary Biology, Tulane (2008-2014)
Grace Sprehn, BS: MS thesis student, Dept of Ecology and Evolutionary Biology, Tulane (2012-2014)
Harris Howard, BS: MS student, Dept of Ecology and Evolutionary Biology, Tulane (2012-2013)
Elizabeth Jarrell, MS: MS student, Dept of Ecology and Evolutionary Biology, Tulane (2012-2013)
Fleur Porter, MPH: MS student, Dept of Ecology and Evolutionary Biology, Tulane (2012-2013)
Danielle Drahock, BS: MS student, Dept of Ecology and Evolutionary Biology, Tulane (2009-2010)
Heidi Connah, BS: MS student, Dept of Ecology and Evolutionary Biology, Tulane (2008-2009)

Graduate student committees

Current:
Zoe Diaz-Martinez: PhD student, Dept of Ecology and Evolutionary Biology, Tulane University
Erik Enbody: PhD student, Dept of Ecology and Evolutionary Biology, Tulane University
Stephen Formel: PhD student, Dept of Ecology and Evolutionary Biology, Tulane University
Brock Geary: PhD student, Dept of Ecology and Evolutionary Biology, Tulane University
Abigail Schnekel: MS student, Dept of Biology, Indiana University-Purdue University
Katherine Sgouros: PhD student, Dept of Ecology and Evolutionary Biology, Tulane University
Sonya Zheng: PhD student, Dept of Chemical and Biomolecular Engineering, Tulane University

Completed:
Alex Ameen: PhD student, Dept of Ecology and Evolutionary Biology, Tulane University (degree, 2017)
Genoveva Castaneda: PhD student, Dept of Ecology and Evolutionary Biology, Tulane University (degree, 2009)
Susan Chiasson: PhD student, Dept of Ecology and Evolutionary Biology, Tulane University (degree, 2017)
Mark Clements: PhD student, Dept of Ecology and Evolutionary Biology, Tulane University (degree, 2007)
Chad Ferguson: PhD student, Environmental Sciences Program, Wright State University (degree, 2009)
Layla Frechborn: PhD student, Dept of Ecology and Evolutionary Biology, Tulane University (degree, 2015)
Ernie Hain: PhD student, Fisheries and Wildlife Sciences Program, North Carolina State University (degree, 2014)
Sarah Hunter: MS student, Dept of Ecology and Evolutionary Biology, Tulane University (degree, 2011)
Justin Mann: MS student, Dept of Ecology and Evolutionary Biology, Tulane University (degree, 2012)
Kristine Moody: PhD student, Dept of Biological Sciences, Clemson University (degree, 2015)
Matthew Robak: PhD student, Dept of Ecology and Evolutionary Biology, Tulane University (degree, 2016)
Ray Schmidt: PhD student, Dept of Ecology and Evolutionary Biology, Tulane University (degree, 2014)
Justin Yeager: PhD student, Dept of Ecology and Evolutionary Biology, Tulane University (degree, 2015)

Undergraduate honors students

Alexandra Gulacheski (2015-2016), Dept of Ecology and Evolutionary Biology, Tulane
Sarah Hays (2015-2016), Dept of Ecology and Evolutionary Biology, Tulane
Hannah Strobel (2014-2015), Dept of Ecology and Evolutionary Biology, Tulane
Madeline Dickson (2012-2013), Dept of Ecology and Evolutionary Biology, Tulane
Charlotte Grace Sprehn (2011-2012), Dept of Ecology and Evolutionary Biology, Tulane
Cassandra Campbell (2011-2012), Dept of Earth and Environmental Sciences, Tulane
Frida Zink (2011-2012), Dept of Ecology and Evolutionary Biology, Tulane
Alice Zhang (2009-2010), Dept of Ecology and Evolutionary Biology, Tulane
Jack Torres (2009-2010), Dept of Mathematics, Tulane
James Menking (2009), Dept of Earth and Environmental Sciences, Tulane
Jennifer Douglas (2009), Dept of Earth and Environmental Sciences, Tulane
Johanna Nevitt (2008-2009), Dept of Earth and Environmental Sciences, Tulane

Undergraduate research technicians

Professional research associates

Alexandra Del Favero Campbell, MS: Senior Research Associate, Tulane (2016- present)
John Morgan, BS: Research Associate, Tulane (2016- present)
Hannah Wilson, BS: Research Associate, Tulane (2016- present)
Alissa Ganley, BS: Research Associate, Tulane (2016)
Annessa Musgrove, MS: Senior Research Associate, Tulane (2015-2016)
Christine Hayes, BS: Research Associate, Tulane (2015-2016)
Sabrina Hunter, BS: Research Associate, Tulane (2012-2013)
Elizabeth Jarrell, MS: Senior Research Associate, Tulane (2011-2012)
Brandon Policky, BS: Research Associate, Tulane (2010)
Chad Ferguson, PhD: Senior Research Associate, Tulane (2008-2009)
Carolyn Tepolt, MS: Senior Research Associate, US EPA (2005-2006)
Ashley Kuenzi, BS: Research Associate, US EPA (2006)
SARA RITCHIEY

Last Updated: 5-9-17

EDUCATION:

2005, Ph.D. History (with distinction), University of Chicago

2000, M.A. History, University of Texas at Austin

1998, B.A. History (summa cum laude), Tulane University

ACADEMIC APPOINTMENTS:

Aug. 1 2017: Associate Professor of History, Department of History, University of Tennessee, Knoxville

2016-2017: Department Head, Department of History, Geography, and Philosophy, University of Louisiana at Lafayette

2013-present: Associate Professor, Department of History, University of Louisiana at Lafayette

2007-2013: Assistant Professor, Department of History, University of Louisiana at Lafayette

2006-2007: Visiting Assistant Professor, Department of History and Department of Religion, Wesleyan University

2005-2006: Visiting Assistant Professor, Department of History, University of Louisiana at Lafayette

PUBLICATIONS:

Manuscripts in Preparation:

'Salvation is Medicine' : Spiritual Exercises and Bodily Effects in Late Medieval Healing Communities. Manuscript in progress; 5/6 chapters drafted.


Book:

Reviewed in: *American Historical Review* (June 2015); *Journal of Medieval Religious Cultures* (41:2 2015); *The Medieval Review* (15.05.05); *Common Knowledge* (22.1 2016); *Catholic Historical Review* (October 2015); *Magistra: A Journal of Women's Spirituality in History* (Winter 2014); *English Historical Review* (March, 2016); *Journal of Religion* (April, 2016); *Religious Studies Review* (June, 2016); *Journal of Religious History* 40 (2016); *Journal of Ecclesiastical History* (January, 2017)

Peer-Reviewed Articles:


Book Chapters:


Reviews:


2017: Victoria Smirnova, Marie Anne Polo de Beaufieu, and Jacques Berlioz, eds. “The Art of Cistercian Persuasion in the Middle Ages and Beyond: Caesarius of Heisterbach’s Dialogue on Miracles and its Reception,” Renaissance Quarterly (70.2).


2015: Tanya Stabler Miller, “The Beguines of Medieval Paris: Gender, Patronage, and Spiritual Authority” Women’s Studies: An Interdisciplinary Journal (44.5).


2013: Maximilian Von Habsburg, “Catholic and Protestant Translations of the Imitatio Christi,”
1425-1650: From Late Medieval Classic to Early Modern Best Seller,” Church History (82.2).


2011: Marjory Curry Woods, “Classroom Commentaries: Teaching the Poetria nova Across Medieval and Renaissance Europe,” Journal of Interdisciplinary History (42.3).


Public Writing:


EXTERNAL FELLOWSHIPS & GRANTS:

2017: Paul Oskar Kristeller Fellowship, Renaissance Society of America

2014: American Philosophical Society, Franklin Research Grant

2013: National Endowment for the Humanities, Summer Stipend Award

2011: Huntington-British Academy Research Fellowship

2005: German Historical Institute, Medieval History Seminar, Venice, Italy
2004-2005: Andrew Mellon Dissertation Fellowship

2004: Andrew W. Mellon Foundation Fellow of the Huntington Library

2003: Hill Monastic Manuscript Library Heckman Research Grant

INTERNAL GRANTS AND AWARDS:

2015-2018: Sagrera Family Memorial Endowed Professor of History

2015-2016: Louisiana Board of Regents ATLAS award

2014: Faculty Research Excellence Award, University of Louisiana at Lafayette

2014: “Women of Excellence” Award, Lafayette Commission on the Needs of Women

2010: Faculty Research Grant, University of Louisiana at Lafayette

2008: Outstanding Faculty Award, University of Louisiana at Lafayette Beacon Club

2008: Mathé Allain Fellowship, Friends of the Humanities

2008: Faculty Development Grant, University of Louisiana at Lafayette

SELECT PRESENTATIONS:

Invited Papers and Comments:


2015: Response to Plenary Panel: “Healing Words,” Medicine of Words: Literature, Medicine, and Theology in the Middle Ages, St. Anne’s College, Oxford University, UK September 11-12.


Select Papers:


2017: “Salvation is Medicine: Rethinking Medieval Medicine through the Perspective of the Devotional Miscellany,” American Association for the History of Medicine, Nashville, May.


2015: “Hagiographic Healing: Performative Reading and Personal Change in Thirteenth-Century Miscellanies,” Medicine of Words: Literature, Medicine, and Theology in the Middle Ages, St. Anne’s College, Oxford, September.


2014: “From Bodily Care to Somatic Devotion: Affective Healing between Thirteenth-Century
Lives and Fifteenth-Century Manuscripts,” Sewanee Medieval Colloquium, April 4-5.


2010: “Seeking Uchronia: Meditation as Re-education for the Post-Historical Humanities,” Babel Working Group, University of Texas at Austin, November.


2004: “The Arboreal Language of Suffering and Ecstasy among the Late Medieval Friars-Preachers,” Interdisciplinary Christianities Workshop, University of Chicago, November.


COURSES TAUGHT:

World Civilizations, From Mesopotamia to Montezuma II
Introduction to the Middle Ages
Introduction to Women’s and Gender Studies
War in the Middle Ages
Medieval Monotheisms
Education, Books, and Knowledge in the Middle Ages
Gender and Spirituality in Medieval Christianity
Love, Marriage, and Family in Medieval Europe
Gender and Medicine in Medieval Europe

Medieval Environmental History: Nature in the Premodern West
Undergraduate Research and Writing Capstone Seminar
Historiographies of the Body
European Historiography Seminar
Graduate Research and Writing Capstone Seminar

SERVICE:

Professional Service:

2016-present: Sewanee Medieval Colloquium, programming committee
2013-present: Hagiography Society, Program Chair, 2013-present
2008: Conference Coordinator, Louisiana Consortium of Medieval and Renaissance Studies
2002-2004: Editorial Assistant, *Critical Inquiry*
2003-2004: Medieval Studies Workshop Coordinator, Council for Advanced Studies in the Humanities and Social Sciences at the University of Chicago
2003: Curator, *Life of the Spirit, Life of the Mind: Rockefeller Chapel at 75*, historical exhibition in the University of Chicago’s Regenstein Library’s Special Collections

Select Panels Organized:


2013: Organizer & Chair: “Saints and Sensibility” on behalf of the Hagiography Society, International Medieval Congress, Kalamazoo, MI, May 9-12

University Service:

2015-2016: Search Committee, Title IX Officer
2014: Gender Equity Caucus (founding member)
2012-2015: Faculty Advisor to Students for the Advancement of Women
2014-2015: Faculty Representative, Sexual Assault Task Force
2014-2015: Chair, Graduate Curriculum Committee
2014-2015: Liberal Arts Representative, Graduate Council
2012-2015: Liberal Arts Graduate Faculty Peer Review Committee
2011-2013: Diversity Advisory Council
2008-2012: Liberal Arts Representative, University Curriculum Committee
2008-2010: Faculty Advisor to Women Organizing Women
2007-2012: Committee on Honorary Doctorates and Awards

Departmental Service:

2016-present: Department Head
2014-2015: Modern France Search
2012-2015: Graduate Coordinator for MA Program in History
2012-2013: Public History Search
2012-2015: Graduate Advisor

2007-2014: Library Committee
2007-2011: Graduate Committee

Community Service:

2011—present: Board of Directors of Faith House of Acadiana, a shelter for women and children, Board Member, 2010-present; Vice President, 2011-2014; President 2014-2016
2014-2015: Member, Committee on Community Outreach, Hilliard Art Museum
2012-2015: Member, Lafayette Council on Domestic Violence

PROFESSIONAL MEMBERSHIPS:

American Historical Association
Medieval Academy of America
Hagiography Society
Society for Medieval Feminist Scholarship
Renaissance Society of America
ONGOING EDUCATION:

2014: *Biology 110*, University of Louisiana at Lafayette, Professor Sherry Krayesky

2013: *Advanced Medieval Manuscripts*, Rare Book School, Beinecke Library, Professor Barbara Shailor.

2012: *Health and Disease in the Middle Ages*, National Endowment for the Humanities Summer Seminar, Wellcome Library, Professors Monica Green and Rachel Scott

2011: *Fifteenth-Century Books in Manuscript and Print*, Rare Book School, Walters Art Museum, Professors Paul Needham and William Noel


REFERENCES:

Alison Knowles Frazier  
Associate Professor & Director of Graduate Studies  
Department of History  
University of Texas at Austin  
Austin, TX 78712  
akfrazier@austin.utexas.edu

Monica H. Green  
Professor of History  
Arizona State University  
School of Historical, Philosophical & Religious Studies  
975 S. Myrtle Ave  
P.O.Box 874302  
Tempe, AZ 85287-4302  
Monica.Green@asu.edu

James P. Henderson  
Vice President for Academic and Student Affairs  
University of Wisconsin System  
1730 Van Hise Hall  
1220 Linden Dr  
Madison, WI 53706  
jhenderson@uwsa.edu

Peggy McCracken  
Domna C. Stanton Collegiate Professor of French, Women’s Studies, and Comparative Literature  
Department of Romance Languages and Literatures  
University of Michigan
Modern Languages Building
Ann Arbor, MI 48109-1275
peggymcc@umich.edu
Research Statement
Sara Ritchey

My research interrogates medieval intellectual categories such as nature, the body, medicine, and matter in order to reveal how individuals sorted, valued, and regulated their world. At the same time, I am interested in how these medieval constructions continue to resonate in contemporary statements of value, aesthetics, and social regulation. I most often approach medieval intellectual and cultural history through the prism of Christian devotion, which captures lived experiences of mingled conceptual categories such as human and divine, self and absolute other, death and resurrection, time and eternity.

Medieval constructions of what we now call “nature” formed the subject of my first monograph, *Holy Matter: Changing Perceptions of the Material World in Late Medieval Christianity* (Cornell University Press, 2014). While scholars have long posited a sudden “discovery of nature” to explain the twelfth-century proliferation of herbal, floral, and arboreal iterations of labor, art, and prayer, my attention to distinctions between medieval, modern, and post-modern uses of the term “nature” showed that the historically shifting contents of this category had obscured our interpretation of medieval devotional practice and of the aims of religious communities. Instead of valuing the abstract concept of nature, the book demonstrates that a range of sources including theological treatises, agricultural projects, architectural plans, and manuscript illustrations reflect that later medieval Christians began to conceptualize the doctrine of the incarnation of their God as a fundamental transformation in the substance of the world’s material so that it might be inclusive of, susceptible to, divinity. A flurry of new devotional practices and forms of religious organization transpired as a result of this emerging doctrine of the world’s re-creation. *Holy Matter* provides an alternative narrative through which to interpret those new practices and communities; rather than seeing late medieval devotion as inspired by the suffering and passion of an Incarnate God, the book demonstrates that we must consider religious change at this time in terms of a desire for presence, access, and divine abundance.

My current foray into the formation of intellectual categories centers on thirteenth-century therapeutic knowledge, and inquires into the establishment of an authoritative medical episteme grounded in *physic*. Entitled *Salvation is Medicine*: *Spiritual Exercises and Bodily Effects in Late Medieval Healing Communities*, the monograph is planned for completion in the Summer of 2018. From archival documentation, in the form of statutes, bequests, and episcopal privileges, it establishes the institutional foundation of dozens of hospitals, leprosaria, and infirmaries founded and staffed by beguines and Cistercian nunns in the thirteenth-century southern Low Countries. Narrative hagiographic sources then serve to fill out the picture of care that took place at these sites, populated by religious single-women who served the daily health needs of their communities by acting as nurses to the sick, custodians of the dying, midwives, caretakers of lepers, and managers of hospices who provided food, shelter, medicine, healing prayers, and other comforts to the suffering. Local populations in the cities and towns of the region so insistently associated these women with therapeutic practice, in fact, that they pursued them even after their deaths, revering them as unofficial “saints,” and gathering at their tombs for the relief of all manner of afflictions. Manuscript sources show that the women who were most revered for their healing practices were remembered in codices compiled with medical measurements, herbal recipes, birthing indulgences, and healing prayers. Although scholars have been examining these
codices for centuries, all have failed to recognize their therapeutic significance, regarding them instead as strictly devotional sources. In part, I argue, this oversight is due to the fact that scholars have interpreted such sources from the perspective of contemporary categories of "medicine" and "religion," and have thus misunderstood how Christian theories of salvation and spiritual exercises were integrated with medical practices in the conceptualization of health and the distribution of bodily care in medieval Europe. By restoring the medieval concept of salus, meaning both bodily health and spiritual salvation, 'Salvation is Medicine' rethinks the scholarly approach to premodern medicine and religion.

A number of my forthcoming essays are due to appear in edited volumes over the next year, all based on research for 'Salvation is Medicine' that has not found a place in the book manuscript. These forthcoming essays are dedicated to demonstrating late medieval patterns of knowledge transmission. Monastic scribal practices from the thirteenth through fifteenth centuries reveal changes in the categorization and contextualization of women's knowledge of bodily care. By the fifteenth century, I show, monastic scribes deliberately isolated texts regarding women's healing practices in tomes intended for private devotional reading. At the same time, they edited thirteenth-century manuscripts by scratching through certain healing charms and medical recipes and by inscribing the word "vacat" next to certain passages of text so that future scribes would not copy these parts, which threatened to associate religious women with sorcery. By this process, feminized models of bodily care faded from medical knowledge and became associated with private devotional life.

In future research and publications, I plan to continue examining general shifts and transformations in medieval categorical thinking. Along these lines, my third book project will interrogate what I see as significant interpretational problems produced by the modern editing of medieval hagiographic and devotional texts. Tentatively entitled, A History of Forgotten Texts: Medieval Manuscripts and the Modern Edition, this project will foreground the ways that contemporary uses of major edited collections such as the Acta sanctorum, Patrologia latina, and Corpus christianorum fundamentally have obscured how hagiographic, theological, and devotional treatises were consumed, shared, and developed in the late twelfth through fifteenth centuries. By returning to the complete codex in order to examine the materials and marginalia that were left out of the editing process, this project inquires into meanings made between texts, in their associations with one another and in their arrangement on the handwritten page. The book will provide a series of case studies that straddle contemporary historiography, early modern editing practice, and medieval manuscript production and transmission with the goal of understanding how the process of textual selection, exclusion, and collection has shaped our present engagement with the medieval past.
The Board Policy on Academic Freedom, Responsibility and Tenure provides for expedited consideration and grant of tenure in exceptional circumstances, such as when an individual with outstanding credentials is recruited from another institution where he or she holds tenure. The policy calls for completion of all the steps in the normal review process—review by tenured professors in the base department followed by formal recommendations by the department head, dean, chief academic officer, Chancellor, and President—but allows those steps to be accomplished on an accelerated schedule, which generally means without serving a probationary period.

By supporting materials following this memorandum, Chancellor Tim Cross has recommended to President DiPietro that Dr. Linda Martin, Professor and Vice President for Academic Affairs and Student Success, be granted tenure in her faculty appointment in the Department of Animal Sciences under the expedited procedures. Dr. Martin was tenured in a faculty appointment at The Ohio State University, from which she was recruited, and thus meets the criterion to be considered for tenure on an accelerated schedule and without serving a probationary period.

All the steps in the review process outlined in Board policy have been completed for Dr. Martin, and she has received strong support at each level of review. President DiPietro fully concurs in Chancellor Cross’ recommendation and requests that the Committee grant tenure to Dr. Martin in her faculty appointment.

The Committee Chair will call for the following motion:

I move approval of the following resolution by the Executive and Compensation Committee, acting on behalf of the Board of Trustees under the expedited tenure procedures of the Board Policy on Academic Freedom, Responsibility and Tenure.

RESOLVED: Tenure is granted to Linda Martin in her faculty appointment in the Department of Animal Sciences at The University of Tennessee Institute of Agriculture.
### 2017 POSITIVE Recommendations for Tenure at all Ranks

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>IRS Appointment Date</th>
<th>Present* Academic Rank</th>
<th>Initial Appointment Date at Present Rank</th>
<th>Years in Present Rank</th>
<th>Highest Degree Earned</th>
<th>Tenure Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>Linda C. Martin</td>
<td>Animal Science</td>
<td>11/17</td>
<td>Professor</td>
<td>11/17</td>
<td>PhD</td>
<td>5</td>
<td>Yes</td>
</tr>
</tbody>
</table>

### 2017 Probationary Faculty NOT Recommended for Tenure

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>IRS Appointment Date</th>
<th>Present* Academic Rank</th>
<th>Initial Appointment Date at Present Rank</th>
<th>Years in Present Rank</th>
<th>Highest Degree Earned</th>
<th>Tenure Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assistant</td>
<td>Professor</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>No</td>
</tr>
<tr>
<td>Assistant</td>
<td>Professor</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>No</td>
</tr>
<tr>
<td>Assistant</td>
<td>Professor</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>No</td>
</tr>
<tr>
<td>Assistant</td>
<td>Professor</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>No</td>
</tr>
<tr>
<td>Assistant</td>
<td>Professor</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>No</td>
</tr>
<tr>
<td>Assistant</td>
<td>Professor</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>No</td>
</tr>
</tbody>
</table>
MEMORANDUM

DATE: September 18, 2017
TO: President Joe DiPietro
FROM: India Lane
SUBJECT: Expedited Tenure Recommendation for Linda Martin

The Board of Trustees policy on Academic Freedom, Responsibility and Tenure (Appendix D) provides for expedited consideration and grant of tenure in exceptional circumstances. The policy calls for completion of all the steps in the normal review process but allows those steps to be accomplished on an accelerated schedule.

The UT Institute of Agriculture has presented an exceptional candidate, Dr. Linda Martin, for tenure at this time. Dr. Martin has been recruited from The Ohio State University to serve as Vice President of Academic Affairs and Student Success. As you will see from the following documents, Dr. Martin earned full professor rank at Kansas State University and holds an endowed chair and Associate Dean position at OSU in their College of Food, Agricultural and Environmental Sciences. Most recently, she also serves as Director of the Second-year Transformational Experience Program in the OSU Office of Academic Affairs. Her programmatic experience and leadership experience will serve the University of Tennessee well.

Chancellor Cross has provided additional information (attached). I have thoroughly reviewed the documentation. All appropriate levels of review have occurred and resulted in unanimous support for Dr. Martin. The documentation includes communications confirming the department’s tenured faculty vote (5-0-0), the support of the College Promotion and Tenure Committee (8-0-0), and the department chair’s and dean’s positive recommendations for tenure.

If you concur with Chancellor Cross’ recommendation, please sign below and I will transmit this documentation to the Secretary of the Board of Trustees for inclusion on the agenda of the next available meeting for Board action.

I recommend Dr. Linda Martin for tenure at The University of Tennessee.

[Signature]
Joseph A. DiPietro
President

Date [9/22/17]

Attachments: Letters of Support, Dr. Martin’s CV, Recorded Tenure Vote
Summary Sheet: Recommendations for Promotion and/or Tenure

Name of faculty member: Linda C. Martin

Present rank: Professor Candidate for [x] Tenure [ ] Promotion to _______

Department: Animal Science Highest degree earned: PhD

Original UTK rank: Professor Subsequent promotions (year, rank): ________

UTK RECORD

Date of original UTK appointment as a full-time probationary faculty member: N/A

Years of full-time teaching experience at instructor rank or above before UTK probationary period: 29

Years of full-time teaching at UTK, as of the May 31st prior to the review: ________

Total years of teaching: ___ Latest year for tenure review as stipulated in appointment letter: ____

RECOMMENDATIONS

DEPARTMENTAL FACULTY

Date of departmental discussion: July 31, 2017

Result of discussion: For: 5 Against: 0 Abstain: _______

Recuse (attach explanation for conflict of interest): _______

Is there a dissenting report? [ ] Yes (please attach) [x] No

Is there a response from the candidate? [ ] Yes (please attach) [x] No

INTERDISCIPLINARY COMMITTEE OR DIRECTOR (where appropriate)

For: _______ Against: _______ (Provide letter)

DEPARTMENT HEAD [x] Recommend approval [ ] Do not recommend approval

Provide a statement on the professional record and a summary recommendation.

COLLEGE COMMITTEE

For: 8 Against: 0 Abstain: _______

Recuse (attach explanation for conflict of interest): _______

A copy of the report of the departmental and college committees must also be attached. In cases where this report disagrees in any substantial way with the departmental recommendation, this report must go beyond a listing of the vote to indicate as fully as possible the reasons for the differences.

DEPARTMENT HEAD Signature Date: 8-25-17

DEAN(s) Signature Date: 8-25-17

[ ] Approve [ ] Disapprove (Provide letter)

UTIA Chancellor Signature Date: 8-25-17

[ ] Approve [ ] Disapprove (Provide letter)

Rev: 12/11
August 28, 2017

Dr. Joe DiPietro
President
University of Tennessee
800 Andy Holt Tower

Dear Dr. DiPietro:

Dr. Linda Martin has been appointed to the position of Vice President for Academic Affairs and Student Success. Her education includes a BS, an MS, and a PhD degree, all in Animal Sciences. Her academic career includes 14 years of service at Kansas State University in the Department of Animal Sciences and Industry, followed by 15 years of administrative appointments.

This letter is written in strong support of tenure at the rank of professor for Dr. Martin. She has an outstanding record of accomplishments in the animal science field, and has demonstrated that she is an excellent teacher, as well as a productive researcher. Her scholarly achievements clearly indicate that she meets all criteria for tenure as stated in the faculty handbook and the Department of Animal Science bylaws.

The tenured faculty of the Department of Animal Science reviewed Dr. Martin’s qualifications and experience, and voted unanimously in favor of tenure at the rank of professor. The department head is also very supportive of granting tenure. Our UT Institute of Agriculture promotion and tenure review committee has conducted their review of Dr. Martin’s materials and voted in favor of granting tenure. Finally, Dean Caula Beyl indicates strong support for granting Dr. Martin’s tenure.

Letters documenting these reviews are enclosed, along with a form summarizing the votes and recommendations. On behalf of the Institute of Agriculture, I am requesting that Dr. Martin be granted tenure at the rank of professor in the Department of Animal Science. Thank you for considering this request.

Sincerely,

Tim L. Cross
Chancellor

Attachments

cc: Dr. Tonja Johnson
August 24, 2017

Dr. Tim Cross, Chancellor
Institute of Agriculture
University of Tennessee
101 Morgan Hall

Dear Dr. Cross,

Please see the enclosed vita for Dr. Linda C. Martin, who has accepted the position of Vice President for Academic Affairs and Student Success with the University of Tennessee. Dr. Martin is requesting consideration for tenure in the Department of Animal Science, and I am pleased to support this request.

Dr. Martin has an impressive record of accomplishment not only in the arenas of academic administration, student development, recruitment, teaching effectiveness, but also an extensive slate of publications relating to research in beef genetics, milk production, weaning weights, and bull testing. The faculty of the Department of Animal Science reviewed her vita and unanimously supported her tenure and indicated that her record of achievements merits the rank of full professor. Their recommendation is attached.

Please consider this request for an expedited review for tenure for Dr. Linda C. Martin.

Sincerely,

[Signature]

Caula A. Beyl, Ph.D.
Dean and Professor
August 23, 2017

Dr. Caula Beyl
Dean College of Agricultural Sciences and Natural Resources
The University of Tennessee, 126 Morgan Hall
Knoxville, TN 37996

RE: Tenure Review for Dr. Linda Martin

Dr. Beyl:

I am pleased to inform you that the UTIA Promotion and Tenure Committee reviewed Dr. Linda Martin’s qualifications and experiences and were unanimous in their vote of 8 for, 0 against tenure in the Department of Animal Science. In the words of committee members, she has had an “excellent record as a faculty member and administrator”, and has been “very productive”. This along with detailed information contained within her “CV, support by the Department Head and Faculty of Animal Science” made for a straightforward review with committee members enthusiastic about her tenure within UTIA. Because she is to be tenured in the Animal Science department, I recused myself from discussion.

Please let us know if you have any questions about the recommendation about the tenure of Dr. Linda Martin in UTIA-Animal Science.

Best regards,

[Signature]

J. Lannett Edwards, Professor
Chair, UTIA Promotion and Tenure Committee

Cc: UTIA Promotion and Tenure Committee
Dr. Paul Ayers
Dr. Feng Chen
Dr. Matt Gray
Dr. Scott Stewart
Dr. Janie Burney
Dr. Seong-Hoon Cho
Dr. Carrie Stephens
Dr. Qixin Zhong

https://eg.tennessee.edu/animalscience
July 31, 2017

Dr. Tim Cross
Chancellor
UTIA

Dr. Cross,

The faculty committee consisting of full professors met this morning to discuss tenure and the rank of Full Professor for Dr. Linda C Martin in the Department of Animal Science within UTIA. As head, I listened as the faculty discussed the merits of Dr. Martin’s dossier and her “fit” as a faculty member in the department. The communication was all very positive and several noted her genetics background and strong teaching commitment as fitting with the department’s environment and future progression.

In my review of her dossier, I fully support the tenure of Dr. Martin with the Department of Animal Science. Furthermore, her accomplishments would definitely meet the expectations of a full professor ranking in the department. With our large undergraduate populations in the department, her appreciation of teaching and experiential learning connects well with our current faculty.

In summary, I highly recommend tenure status for Dr. Linda C Martin with the rank of professor in the Department of Animal Science. If you have further questions or comments, please contact me at your earliest convenience.

Sincerely,

F. Neal Schrick
Professor and Head
Department of Animal Science
University of Tennessee
EMAIL: fschrick@utk.edu
July 31, 2017

Dr. F. Neal Schrick  
Department of Animal Science  
Knoxville, TN 37996

Dear Dr. Schrick:

The tenured faculty at the rank of Professor in the Department of Animal Science met and reviewed the qualifications and experience of Dr. Linda Martin for consideration of her tenure status and rank. Dr. Martin is an accomplished individual with her scholarship primarily in the areas of teaching and administration. She has a demonstrated record of achievement and her work shows she has been a good, solid teacher who contributed enormously to the development of the various programs of which she had been a part. Her pedagogy is exceptional and it is obvious that she has been willing to try new approaches to the education process. It is our recommendation that Dr. Linda Martin be granted tenure at the rank of Professor in the Department of Animal Science at the University of Tennessee.

Recommends tenure?  
Yes  
No

Recommends rank of professor?  
Yes  
No

Michael O. Smith, Ph.D.  
Professor
Linda C. Martin
440 Trillium Drive
Galloway, OH 43119
614-688-5612 (work)
614-302-5235 (cell)
martin.1371@osu.edu

General Background Information

Education:

Colorado State University, Fort Collins, CO
PhD; Animal Science (Animal Breeding & Genetics)
Graduation: May 1988

Virginia Polytechnic Institute and State University, Blacksburg, VA
MS; Animal Science (Animal Breeding & Genetics)
Graduation: January 1985

The Ohio State University, Columbus, OH
BS; Animal Science (Animal Breeding & Genetics)
Graduation: June 1982

Professional Experience:

The Ohio State University; Columbus, OH
Director, Second-year Transformational Experience Program (STEP)
2014-present
40% Appointment
Office of Academic Affairs (OAA)

Sanford G Price & Isabelle P. Barbee Endowed Chair for Teaching, Advising & Learning
2010-present
College of Food, Agricultural, and Environmental Sciences (CFAES)

Associate Dean & Director for Academic Programs
2007-present
60% Appointment (2014-present); 100% Appointment (2007-14)
College of Food, Agricultural, and Environmental Sciences (CFAES)

Oklahoma State University; Stillwater, OK
Assistant Dean for Academic Programs
2002-07
College of Agricultural Sciences and Natural Resources (CASNRR)

Kansas State University; Manhattan, KS
Professor (2001-02); Associate Professor (1994-01); Assistant Professor (1988-94)
1988-02
100% Teaching Appointment
Department of Animal Sciences & Industry
Career-Related & Leadership Education:

Center for Creative Leadership Women’s Leadership Program  
Completion: 2016

Food Systems Leadership Institute (FSLI) Fellow  
Cohort I  
Completion: 2007

ACOP/ESCOP Leadership Development Program  
Class XII  
Completion: March 2003

ACOP/ESCOP New Directors/Administrators  Orientation  
Class XII  
Completion: December 2002

Project Learning Enhancement Action/Resources Network (Project LEA/RN)  
Learning-Based Methodologies to Enhance Teaching and Learning  
Completion: Spring 2002

Kansas Agricultural Rural Leadership (KARL) Program  
Class III  
Completion: April 1997

Additional Training & Credentials:

Higher Learning Commission (HLC) Peer Reviewer  
Training Completion: 2007  
Additional Training: In progress

High Impact Presentations®  
Dale Carnegie and Associates  
Completion: November 2006

Seven Habits of Highly Effective People® Training  
Completion: June 2005

Leadership Training for Managers® Dale Carnegie and Associates  
Completion: March 2001  
Instructor Certification: March 2001

The Dale Carnegie Course® in Effective Speaking and Human Relations  
Completion: October 1990  
Instructor Certification: November 1991  
Additional Certification: February 2005  
Kansas-Oklahoma Director of Instruction: 2001-07

Professional Affiliations:

Alpha Zeta (Associate Member)  
American Society of Animal Sciences (ASAS)  
Gamma Sigma Delta  
Global Consortium of Higher Education and Research for Agriculture  
Kansas Association of Colleges and Teachers of Agriculture (1988-02)
National Agricultural Alumni and Development Association (NAADA)
North American Colleges and Teachers of Agriculture (NACTA) - Life Member
Mortar Board - Honorary Member
Sigma Xi

National Leadership Roles & Selected Professional Service Activities:

**Board on Agriculture Assembly (BAA) Policy Board of Directors** - National Elected Position (served two terms; 2011-15; one term as Vice Chair)

**Academic Programs Section - Board on Agriculture Assembly APLU - North Central Regional Chair** (2007-08); ACOP, APS Re-Envisioning Team


**Food Systems Leadership Institute (FSLI) Leadership Team and Residential Session II Site Director** (2007-present)

**LEAD21 Board of Directors** (2006-08) National Program Chair (2007-08)

**National Planning Committee for Continuing the Dialogue: Promoting Change in Higher Education after the Leadership Summit Conference** - National Academies (2006-07)


**North American Colleges and Teachers of Agriculture (NACTA)** - National President (2004-05) National Vice President (2003-04)

**National e-Extension Think Tank** (Fall 2002)

Awards & Recognition:

**Virginia Polytechnic Institute & State University Distinguished Alumna Award**; College of Agriculture & Life Sciences (2015)

**The Ohio State University College of Food, Agricultural, and Environmental Sciences Recognition Banquet Honoree** - CFAES Academic Programs Office (2010)

**National Association of Colleges and Teachers of Agriculture (NACTA) Distinguished Educator Award** (2007)

**Celebrating First-Year Student Advocates National Resource Center for The First-Year Experience & Students in Transition** - National Semi Finalist (2007)

**American Society of Animal Science Distinguished Teaching Award** (2006)

**Distinguished Alumna in the College of Food, Agricultural, and Environmental Sciences** - The Ohio State University Agricultural Alumni Society (2006)

**The Ohio State University Animal Science Hall of Fame** - Inductee (2005)

**Mortar Board Senior Honorary Award of Excellence** (2003)

**Gamma Sigma Delta Outstanding Faculty Teaching Award of Merit** (2002)

**Kansas State University Little American Royal Dedicatee** (2002)

**Kansas State University “Faculty of the Week”** (2001)

**National Association of Colleges and Teachers of Agriculture (NACTA) National Teaching Award of Excellence** (formerly Ensminger-Interstate Distinguished Educator Award) (2001)
National Award for Excellence in College and University Teaching in the Food and Agricultural Sciences - United States Department of Agriculture Higher Education Programs and National Association of State Universities and Land Grand Colleges (1998)

Kansas State University Presidential Award for Teaching Excellence (1997)

Commerce Bank Outstanding Undergraduate Teaching Award in Agriculture (1997)

Mortar Board Senior Honor Society Outstanding KSU Instructor and Advisor (1997)

Kansas State University College of Agriculture Faculty of the Semester (Fall 1999; Spring 1997; Fall 1994; Fall 1992; Spring 1990)

Kansas State University "Extraordinary Teacher" (Spring 1999; Spring 1996; Spring 1992)

Kansas Agricultural and Rural Leadership (KARL) Program - Class III (1995-97)

Virginia Polytechnic Institute and State University Outstanding Female Alumna (1995)

The Ohio State University Agricultural Alumni Society Young Professional Achievement Award (1994)

American Society of Animal Science (ASAS) Outstanding Teacher - Midwest Section (1994)

National Association of Colleges and Teachers of Agriculture (NACTA) 1993 Central Regional Outstanding Teacher

National Association of Colleges and Teachers of Agriculture (NACTA) Teaching Fellow (1993)

Kansas State University College of Agriculture Advisor of the Year (1991-92)

Mortar Board Senior Honor Society Outstanding Professor in the College of Agriculture (1991-92)

AES/CES Annual Conference - Outstanding Extension-Research Poster (Fall 1989)

Program Recognition:

2017 American College Personnel Association (ACPA) College Student Educators International Collaborative Excellence Award - The Ohio State University STEP Program

2017 National Association of Student Personnel Administrators (NASPA) Excellence Award - The Ohio State University STEP Program

The Ohio State University - Associate Dean & Director of Academic Programs (2001-present)

General Administrative Responsibilities:

- Provide leadership for academic affairs and academic programs; assessment; student services; recruitment and retention; student success; FYE; undergraduate research; Honors; Education Abroad; eLearning; scholarships and financial aid; living-learning communities; Diversity & Inclusion; Career Development; teaching and learning; student development; faculty development; and academic advising in the College of Food, Agricultural, and Environmental Sciences (CFAES) at The Ohio State University.

- Work with CFAES Dean and Vice President to support the tripartite mission of the College and work collaboratively in the development, implementation, administration, and operation of College initiatives and strategic goals. Work in collaboration with CFAES Senior Associate Dean, Associate Dean for Research, and Associate Dean for Extension to provide leadership in the College. Participate as a member of the CFAES Administrative Cabinet.

- Actively engage in College strategic planning; responsible for tracking and reporting progress on all academic-related metrics.
- Serve as the immediate supervisor to CFAES Assistant Deans; provide leadership for CFAES Academic Programs Team. Serve as the CFAES representative to university and external stakeholders for all academic matters, and as the representative to the Academic Programs Advisory Committee (APAC) at the university level.

- Manage and administer the General Funds budget for the College; coordinate and oversee student fee accounts; technology fee accounts; work with CFAES academic units to meet emerging academic financial needs and engage academic units in long-range planning.

- Provide leadership for teaching, learning and advising for all CFAES academic units including the School of Environment and Natural Resources (SENR) and The Ohio State Agricultural Technical Institute (OSU-ATI). Work collaboratively with Academic Programs staff in SENR and at OSU-ATI to coordinate curriculum, assessment, recruitment, FYE, undergraduate research, Education Abroad, scholarships, multicultural student services, career development, alumni relations, teaching and learning, and faculty development.

- Work collaboratively with CFAES Director of eLearning to identify opportunities for student access through eLearning; prioritize CFAES eLearning initiatives (both for-credit and not-for-credit); identify current and future needs; provide instructional, technology and classroom support; and provide support for assessment of eLearning offerings.

- Provide oversight of all undergraduate student recruitment for the College including enrollment management, prospective student visits, and marketing. Work collaboratively with CFAES academic units to develop enrollment plans and marketing strategies.

- Oversee graduate and undergraduate student learning outcomes assessment for the College (Columbus and Wooster campuses). Coordinate interaction with CFAES academic units and provide opportunities for assessment activities and professional development. Monitor progress of academic units and facilitate the use of assessment data to enhance the curriculum.

- Collaborate with CFAES Education Abroad staff and the Office of International Affairs (OIA) to enhance international opportunities for undergraduate and graduate students in the College. Work to establish priorities, enforce policies, and manage budget for CFAES Education Abroad.

- Work in collaboration with staff on college-level student leadership, life skills and career development programs including the CFAES Living-Learning Community, Peer Mentoring Program, Voyagers and CFAES Ambassadors.

- Coordinate student retention programs and work with CFAES Assistant Deans to monitor student academic progress; develop and implement college-level policies; and collaborate on academic issues including probation, suspension and readmission. Provide coordination for undergraduate academic advising across the College and work to ensure CFAES students have access to high quality academic advising and mentoring.

- Work collaboratively with CFAES Academic Programs Team to ensure diversity and inclusion as well as access and affordability. Actively engage in enhancing cultural awareness and providing opportunities for personal and professional development associated with identified needs.

- Coordinate faculty development for teaching, learning, assessment, and academic advising.

- Work in collaboration with CFAES Administrative Cabinet to provide opportunities for leadership development for faculty across the full spectrum of faculty ranks (Instructors, Adjunct Faculty, Professional Practice Faculty, Assistant Professors, Associate Professors, Professors, and Administrators).

- Coordinate all classroom and learning spaces in the College; work to meet current and future needs; provide leadership for renovation of spaces to meet teaching, learning and technology needs across the College.
- Provide leadership for CFAES Library and Student Success Center; work collaboratively with OSU Libraries to ensure student needs are being met and facilities are being maintained and updated as needed.

- Serve at the primary contact for the CFAES Café; work with OSU Dining Services to ensure both parties are working together to ensure dining needs are addressed. Provide oversight for expenditures of revenue generated to provide quality spaces for students to work collaboratively.

- Work with CFAES Advancement Office with regard to development and stewardship of scholarships and endowments to support student programing. Coordinate with CFAES Assistant Dean in the management of scholarship accounts at the college level.

- Work with CFAES Staff Advisory Council (SAC); serve as a liaison between SAC and CFAES Administrative Cabinet.

- Participate as a member of regional and national organizations and initiatives focusing on teaching, learning and higher education.

**CFAES Academic Affairs:**

- Led academic restructuring of two different CFAES academic units.

- Provided leadership for Quarter-to-Semester (Q2S) conversion for CFAES. Embarked on a two-year undertaking with faculty from all CFAES academic units, to establish learning outcomes for all graduate degrees as well as all 2-year and 4-year undergraduate degrees and built semester-based degree programs constructed on established student learning outcomes.

- Restructured the College Committee on Academic Affairs to include representation from all CFAES academic units (including SENR and OSU-ATI) as well as the CFAES Assessment Coordinator. Expanded the roles and responsibilities of this committee to include review of academic policies, concurrence, and college curricular requirements.

- Led OSU-ATI Re-Envisioning. Provided leadership; established core re-envisioning team; worked with facilitator; coordinated re-envisioning retreats and stakeholder meetings; conducted listening sessions; participated in data collection and preparation of final document; and worked with implementation team to develop a roadmap for implementation.

- Work with accreditation and program review for CFAES academic units to provide academic-related information necessary for the review; engaged with all accreditation and academic review teams; participate in exit interviews; work with individual academic units to implement suggested changes and/or enhancements.

- Provided leadership for focused site visit associated with the “Change of Control” request OSU-ATI made of the Higher Learning Commission (HLC). Work collaboratively with CFAES Assistant Dean in review of curricular revisions. Worked to streamline existing academic curricular-related processes and developed a more effective model for matriculating transitioning and transfer students.

- Worked in collaboration with CFAES Assessment Coordinator and CFAES academic units to develop and refine assessment plans for all 2-year and 4-year undergraduate degrees in the College (52); developed plan for collecting and reporting; worked in cooperation with CFAES academic units to use assessment data to inform departmental academic program decisions; and worked with Graduate School and CFAES academic units on assessment plans for graduate programs. Support the CFAES Assessment Coordinator and the CFAES Assessment Team to participate in HLC Training for Assessment of Academic Programs and attend other assessment-related conferences.

- Work with CFAES Director of eLearning to develop a college-wide strategic vision for technology-based course delivery in the College and work together with OSU-ATI to develop a plan for expanding opportunities associated with College Credit Plus. Provided technology
upgrades for CFAES classrooms as to better accommodate a more aggressive distance education presence. Partnered with academic units to upgrade classroom technology and support technology-based educational initiatives.

- Established **CFAES Study Abroad Funding Taskforce** to provide recommendations in response to changes in university funding model for Education Abroad. The committee proposed recommendations for the allocation of Education Abroad tuition revenue as well as established guiding principles for partially underwriting program costs for students. The report was reviewed by CFAES unit leaders and was implemented in 2015-16. An **Education Abroad Advisory Committee** was formed to provide important input and/or feedback with regard to Education Abroad priorities, curricular requirements, assessment, and strategic planning. Over 40% of all CFAES 4-year students study abroad before graduating from the College.

- Worked with **OCAGE** (Ohio Collegiate AG Education) a consortium of two-year and four-year institutions offering agricultural- and natural resource-related degree programs in Ohio to enhance communication, establish course equivalencies and improve articulation agreements.

**CFAES Recruitment & Enrollment Planning:**

- Coordinate enrollment planning for the College. Work in collaboration with CFAES Prospective Student Services Coordinator and all CFAES academic units (including SENR and OSU-ATI) in the creation of a comprehensive enrollment plan for the College (reviewed and updated annually). Work with all CFAES academic units to develop unit-specific undergraduate enrollment plans.

- Interface with Office of Enrollment Services at the university level to ensure CFAES enrollment opportunities and challenges are clearly understood and can be addressed; work to create greater awareness of CFAES degree programs and academic opportunities; work collaboratively to ensure awareness of opportunities across both campuses (Columbus and Wooster).

- Coordinate recruitment efforts between OSU-ATI and Columbus to leverage resources and deliver a more unified message in marketing the full range of academic opportunities available (each CFAES academic unit has a representative on the committee).

- Together with CFAES Prospective Student Services Coordinator developed and currently host a scholarship competition for high-ability prospective CFAES students (both in-state and out-of-state). Students (already accepted at Ohio State) are invited to campus to participate in a multifaceted scholarship competition. All invitees are awarded a minimum $500 scholarship for participating should they enroll at The Ohio State University and pursue an undergraduate major in CFAES; yield for students participating in this competition exceeds 80%.

- Establish marketing campaigns for CFAES in collaboration with University initiatives (new campaign launched every-5 years). Prior to implementation, CFAES does a comprehensive scan of peer institutions and test markets messages, materials and mediums.

- Worked collaboratively to develop marketing and recruitment materials to align with current university recruitment campaign. Develop print materials, social media, advertising strategies, media displays, website content and design, radio messaging, iPhone apps, recruitment initiatives and programing (led by CFAES Prospective Student Services Coordinator).

- Collect data on the impact of all recruitment initiatives in the CFAES and evaluate yield verses expenditures; recruitment initiatives are evaluated based on these metrics.

- **Experience OSU for a Day (EFOD)** visits (college-level campus visit program) are organized through the CFAES Academic Programs Office. CFAES Prospective Student Services Coordinator provides the lead; all members of the Academic Programs staff provide support for the program. Yield for **EFOD** visits exceeds 40% for admitted Columbus undergraduate students and 70% for admitted Wooster undergraduates.
Host an annual CFAES Campus Transition Day for all students transitioning (or planning to transition) from Ohio State Regional Campuses and OSU-ATI. Participants interact with faculty, staff and students; tour departmental facilities; explore the Columbus Campus; and meet with CFAES student organizations.

Provide support to CFAES Prospective Student Services Coordinator with regard to the CFAES Ambassador Program; work collaboratively to provide leadership training and professional development opportunities. CFAES Ambassadors are the “face of the College” for undergraduate recruitment. Ambassadors visit with prospective students and families, present to and host stakeholder groups and make high school visits. CFAES Ambassadors attend recruitment events around the state, regionally and nationally to present opportunities available to students through CFAES and The Ohio State University.

Work with CFAES Assistant Dean and College counselors to coordinate summer orientation programming, transfer enrollment and FYE initiatives.

Actively engage in the Summer Research Opportunity Program (SROP) for underrepresented undergraduate students many of whom are interested in pursuing graduate studies at The Ohio State University.

Meet with prospective students, families and stakeholders with regard to academic opportunities in CFAES.

CFAES Teaching, Learning, Advising and Student Success:

Provide leadership for the creation of the CFAES Library and Student Success Center from concept to design and from ground breaking to ribbon cutting. Dedicated in February 2015, this facility provides student space that supports the academic mission of the College and contributes to an environment that supports student academic success.

Oversee all CFAES FYE initiatives including, Welcome Week Activities, Freshman Survey Course, CFAES Peer Mentors, FYE Education Abroad, Academic Advising, and CFAES Living-Learning Community.

Work with CFAES Assistant Dean to provide leadership to the CFAES Freshman Survey Course (and equivalent transfer course); work collaboratively to develop content and coordinate delivery; engage with CFAES Peer Mentors and provide lectures to all sections. CFAES Peer Mentors are assigned to all first-year students in CFAES; Peer Mentors assist with Freshman Survey Course and mentor students throughout their first year on campus.

Provide leadership for enhancing the quality of academic advising efforts in the College; work with Chairs to strengthen student services in CFAES academic units. Extend student services (prospective student services, multicultural student services, Education Abroad, and career development to all CFAES students (including OSU-ATI and SENR); partner with CFAES academic units to address specific student needs.

Implemented a plan for mentoring transition and transfer students; revised the CFAES Transfer Survey Course; and work with CFAES Academic units to more quickly integrate these students into their respective academic departments. Strategies implemented are based on national research associated with student success.

Provide college-level support for Veterans, first-generation college students as well as underrepresented minorities and international students.

Provide opportunity for student development through attending conferences and workshops and/or hosting speakers. The College makes a significant investment in the personal, professional and leadership development of CFAES students.

Work with CFAES academic units to develop support for career development (particularly with regard to serving students in new and emerging academic majors).
Complete routine audits of teaching and learning spaces in the College; work with the University and CFAES academic units to identify needs and establish priorities for further enhancing these spaces.

Continually assess and address specific staffing needs relative to identified “bottlenecks” and/or “gaps” in academic and student services.

**CFAES Scholarships:**

- CFAES is dedicated to access and affordability through the awarding of CFAES Scholarships based on need, academic performance, and student leadership. The application for and awarding of CFAES Scholarships is coordinated through the CFAES Academic Programs Office under the leadership of CFAES Assistant Dean. Scholarships are awarded for tuition, fees, books, Education Abroad, and leadership development. CFAES awarded in excess of $2.5 million in scholarships for 2016-17.

- CFAES Prospective Student Services Coordinator serves as the lead for visiting with prospective students and families to address questions and provide resources related to affordability.

- Work with CFAES Assistant Dean with regard to donor stewardship and with the CFAES Advancement Office to identify needs, interact with current and future donors, and match donors with potential scholarship opportunities.

**CFAES Student Organization Advising:**

- **Alpha Zeta Partners** - Supported at the college level

- **CFAES Ambassadors** - Supported at the college level; advised by **CFAES Prospective Student Services Coordinator**

- **CFAES Student Council** - Faculty Advisor (2007-11); Provide support for CFAES Student Council including Back-2-School Bash and Annual CFAES Student Recognition Banquet. Currently advised by **CFAES Career Development Coordinator**

- **CFAES Voyagers** - Supported at the college level; advised by **CFAES Education Abroad Coordinator**

- **MANNRS (Minorities in Agriculture and Natural Related Sciences)** - Supported at the college level; advised by **CFAES Diversity, Inclusion and Student Success Coordinator**

- **Towers Honorary** - Faculty Advisor (2007-14); Supported at the college level; advised by **CFAES Assistant Dean**

**CFAES Career Development:**

- CFAES Career Development maintains Hire-a-Buckeye, the College’s online site for posting resumes and scheduling interviews.

- Through leadership of CFAES Career Development Coordinator, CFAES has continued to increase the number of companies attending CFAES Career Expos and campus interviews; partnered with SENR and ATI to implement Hire-a-Buckeye college-wide. Based on exit interview data, over 90% of CFAES students have jobs or have been accepted into professional school within six months of graduation.

- Engage with industry representatives and relevant stakeholders related to career development.

- Expanded career services to OSU-ATI and continue to provide additional services to Columbus-based students.
CFAES Faculty Development:

- Developed Price Chair Teaching, Learning & Advising Grants. Grants are designed to encourage CFAES faculty to attend and participate in workshops, seminars, symposia, and/or conferences related to teaching, advising and/or instructional excellence. Recipients receive support toward travel, lodging and conference registration. In return, each recipient is expected to make a quality presentation in the form of a Price Chair Teaching, Learning & Advising Enhancement Grant Roundtables (autumn)

- Initiated Reisch Brown Bag Teaching Discussions (spring). Book is selected and the College purchases a copy for all participants; the group meets at regularly scheduled times for discussion; faculty members have the opportunity to lead discussion on individual book chapters.

- Support CFAES Advising Workshops to enhance the quality of advising and mentoring college wide.

- Provide support for various teaching-related workshops in the College. Encourage and continue to provide support for CFAES faculty to participate in appropriate professional development activities, workshops and/or conferences related to teaching, learning and advising.

- Identify and expand opportunities for faculty recognition for excellence in teaching and advising; nominate deserving faculty and staff for regional and national awards.

- Developed plan to increase the number of faculty receiving regional and national level teaching recognition. Program included identifying opportunities, working with faculty in preparing materials and submitting nomination packets.

The Ohio State University Institutional-Level Responsibilities:

- Academic Programs Advisory Committee (APAC): (Past Co-Chair) Academic Associate Deans (and others from central administration engaged in academic affairs and academic programs) meet monthly to address academic issues including, but not limited to: curriculum, academic policies, articulation, eLearning, assessment, accreditation, enrollment planning, academic calendar, and General Education.

- BuckeyeLearn Task Force: Taskforce to educate, pilot and launch BuckeyeLearn, an online learning and training tool accessed by the campus community. BuckeyeLearn provides an opportunity for faculty and staff to engage in online professional learning and development.

- eLearning Task Force: Committee convened by Office of Academic Affairs to review the breadth of eLearning offerings, discuss strategic direction and campus culture, identify challenges and opportunities associated with eLearning and consider support services and incentives needed.

- Institute for Teaching & Learning: Invited to participate in ongoing campus-wide dialogue regarding the structure and scope of the proposed Institute for Teaching & Learning (launched in 2016). The Institute for Teaching & Learning reaffirms the University's commitment to teaching and learning and ensures the University is as highly regarded for teaching as it is for research. The Institute focuses upon instructional support; inquiry and scholarship; policy; and communication.

- Leadership Taskforce Committee: Committee convened by Office of Academic Affairs to discuss the breath of leadership-related education and student life initiatives focusing upon leadership. This taskforce provided guidance and made recommendations on curricular and co-curricular components of leadership campus wide.

- President and Provost’s Teaching Summit (100 participants campus wide): Held in May 2015,
a group was convened to discuss a university initiative to promote excellence in teaching and learning including policy, the scholarship of teaching and learning, and teaching professional development needs. Recommendations led to university-wide Institute for Teaching & Learning.

- **Students Success Intervention Team**: Committee convened by Office of Enrollment Services and the Office of Student Life to review success intervention initiatives across campus and provide guidance and recommendations for more coordinate efforts for student success intervention.

- **Quarter-to-Semester (Q2S) Conversion Workgroup**: Committee convened by Office of Academic Affairs to provide leadership for all aspects of Q2S conversion for The Ohio State University.

- **Service Learning Task Force**: Committee convened by Office of Academic Affairs and the Office of Student Life to provide a framework for a more unified service learning, community engagement, and community service effort on campus.

### The Ohio State University - Director of Second-year Experience Program (2014-present)

#### General:

Serve as the Director for The Ohio State University Second-year Transformational Experience Program (STEP). A partnership between the Office of Academic Affairs and the Office of Student Life, Open to all second-year students, STEP focuses on both student engagement and student development in an effort to enhance second-year success. Through interaction with faculty mentors, students have the opportunity to engage in a transformational experience and are exposed to activities designed to enhance personal, professional and academic success. Building upon key components of second-year success, students live on campus, participate in key co-curricular programs and activities, learn through peer interaction, and are guided by faculty mentors.

STEP provides an opportunity for education beyond the classroom. Through collaboration with faculty mentors, students develop proposals to engage in a transformational experience in one of six core areas (internships, leadership, study abroad, service-learning, undergraduate research, or artistic and creative endeavors). As a result, students gain greater self-awareness, explore educational interests and further develop career goals and aspirations.

#### STEP Committees & Workgroups:

- **STEP Executive Steering Committee** - The STEP Executive Steering Committee meets biweekly and consists of administrators from across the university. This committee provides support to the STEP Director and serves as the executive team for setting future direction and establishing policy. Responsible for helping to establish the agenda and for identifying discussion topics and raising issues of concern.

- **STEP Implementation Team** - The STEP Implementation Team consists of the STEP Director, STEP Senior Program Manager, and staff from Residence Life, Housing Assignments, First Year Experience, the Student Wellness Center, Student Life Marketing, and the Center for the Study of Student Life. This team meets bi-weekly and is responsible for the day-to-day operations of STEP. The STEP Implementation Team carefully and critically thinks through all aspects of STEP to ensure decisions made are in the best interest of STEP students and faculty. The STEP Implementation Team is responsible for recruitment, events, outreach, and program implementation.

- **STEP Student Advisory Committee** - In March 2016, we created the STEP Student Advisory
Committee. This committee is comprised of student representatives from across campus and serves as a mechanism for gathering student feedback about STEP. The STEP Student Advisory Committee has provided valuable suggestions to the STEP Implementation Team in their efforts to expand recruitment networks. This committee meets monthly.

- **STEP Ambassador Program** - The STEP Ambassador Program was created to provide an opportunity for students who had completed STEP to stay involved with the program beyond their second year. STEP Ambassadors assist with the program in a variety of ways including: visits to cohort meetings to share personal STEP experiences; presenting at STEP information sessions; and helping with STEP events and other marketing and recruitment efforts. Enhanced professional development opportunities are provided to STEP Ambassadors; sessions focus upon self-discovery, communication skills, professional etiquette, and servant-leadership (Beth Fines and Vicki Pitstick provide leadership).

**STEP Recruitment Events & Activities:**

- **STEP Recruitment Receptions** - Work to coordinate and assist in providing leadership for STEP Faculty Recruitment Receptions held each December. Prospective STEP Faculty Mentors are invited to attend. This program provides additional details about STEP and highlights the STEP student experiences via digital stories.

- **STEP Recruitment Lunches** - During spring semester, STEP (Director and STEP Senior Program Manager) hosts 1-2 lunches per week to recruit new STEP Faculty Mentors (2-5 faculty per lunch meeting). Current STEP Faculty Mentors participate to answer questions and share personal experiences (Office of Student Life provides "Dining Dollars").

- **Lunches with Department/Unit Chairs & Directors** - Together with Randy Smith, Vice Provost for Academic Programs, we began hosting "STEP 101" luncheons for all Department/Unit Chairs and Directors (5-10 per lunch). Sessions are designed to provide an overview of STEP, clarify faculty expectations, answer questions, collect feedback, and listen to unit-level concerns. A similar meeting was organized for Regional Campus Deans.

**STEP Student Events & Activities:**

- **STEP Kick-off Event** - Work collaboratively with the Office of Student Life to host the STEP Kick-off Event in the Spring as a way introduce students to STEP and establish expectations for the upcoming year. Administrators from the Offices of Academic Affairs and Student Life, participate.

- **STEP Welcome Week Event** - STEP students meet to get acquainted with their STEP Faculty Mentor and review expectations for the academic year. All students are required to attend.

- **STEP Expos** - Two STEP Expos (autumn and spring semesters) are held to showcase completed Signature Projects; coordinate by the Office of Student Life. All current STEP students are required to attend.

- **STEP Signature Projects Fair** - Units/organizations across campus present experiences and/or projects in which STEP students could participate as part of their STEP Signature Project. To date, over 50 experiences have been developed by various departments and offices; experiences are highlighted year-round on the STEP website.

**STEP Faculty Events & Activities:**

- **STEP Faculty Spring Orientation & Training** - This training is required for both new and returning STEP Faculty Mentors. STEP Director provides leadership for planning and works collaboratively in presenting.
• **STEP Faculty Autumn Retreat** - This retreat serves to welcome and orient new STEP Faculty; update returning STEP Faculty on changes; highlight available resources; and provide work time for STEP Houses to plan for autumn semester. STEP Director provides leadership for planning and works collaboratively in presenting.

• **STEP Faculty Feedback Lunches** - STEP (Director and STEP Senior Program Manager) hosts 10-12 lunches per year to solicit feedback from first-time STEP Faculty Mentors, veteran STEP Faculty Mentors (STEP Faculty Mentors returning for the second, third or fourth time), and Scholars STEP Faculty Mentors. Feedback was used to inform changes for the next academic year.

• **STEP House Facilitator Training** - In 2015-16, STEP introduced the concept of House Facilitators to foster and encourage positive interaction among STEP Faculty Mentors. Over the past three years, STEP Faculty Mentors have found the interaction among fellow faculty to be extraordinarily beneficial; while some houses interacted regularly, others rarely met. After meeting with the University Center for the Advancement of Teaching (UCAT), the idea of modifying the Faculty Learning Community concept to fit the STEP House model was envisioned. One STEP Faculty Mentor was identified for each STEP House (four STEP Faculty Mentors per house) to serve as the House Facilitator. House Facilitators attended a training facilitated by UCAT and developed in collaboration with the STEP Director and STEP Senior Program Manager.

• **STEP Scholars Faculty Mentor & Scholars Coordinator Joint Training** - STEP conducted a pilot of STEP Cohorts nested within Scholars Programs at The Ohio State University. Experienced STEP Faculty Mentors were identified to take part in this pilot. STEP (Director and Senior Program Manager) hosts a joint training for Scholars Coordinators and STEP Scholars Faculty Mentors to provide a preview of the upcoming year and to establish shared expectations.

• **STEP Faculty Recognition Reception** - Current STEP Faculty, Department Chairs, and Academic Deans are invited to a reception each spring to recognize the commitment and dedication of STEP Faculty Mentors and their home academic unit. Graduating STEP Ambassadors are also recognized for their service to the program.

**Campus Partners and STEP Stakeholders:**

• **Office of International Affairs/Education Abroad (OIA)** - STEP remains in constant communication with OIA to ensure students are traveling to countries that meet the standards and requirements associated with Ohio State Education Abroad Programs. Students are restricted to participating in OIA-approved international experiences when completing an International Signature Project of any kind. STEP has continued to work with various university offices and academic units to ensure more affordable study abroad opportunities are available.

• **Office of Service Learning** - STEP works with the Office of Service Learning to ensure all STEP community service and service learning experiences include a solid relationship with a community partner; a core academic component for each project; and purposeful reflection. The Office of Service Learning has been proactive in encouraging community partners to create possible "pre-packaged" STEP Signature Projects for STEP students. In addition, the Office of Service Learning has been working with STEP and the Office of International Affairs to develop additional service-learning education abroad trips that meet the requirement for STEP Signature Projects.

STEP partnered with the Office of Service Learning to provide a Reflection Workshop Series for STEP students choosing to complete a STEP Signature Project in the community service and service-learning category. STEP Ambassadors were trained to facilitate this three-part workshop series; numerous sessions were held during both autumn and spring semesters.
- **Undergraduate Research Office (URO)** - Together with STEP, the Undergraduate Research Office assists in ensuring students interested in undergraduate research have a quality undergraduate research experience.

- **JobReady** - STEP continues to maintain a partnership with JobReady to make certain both STEP Faculty Mentors and students are aware of internships available throughout Ohio as a part of this program.

- **Ohio Union Service & Leadership Programs** - Leadership and service programs through the Ohio Union partner with STEP to create "pre-packaged" STEP Signature Projects for students in the areas of leadership and service. STEP will continue to work with Ohio Union Service & Leadership Programs to identify additional opportunities for STEP Students.

- **The Ohio State University Scholars Programs** - In 2015-16 STEP piloted cohorts nested within 11 of the 17 Scholars Programs. STEP Faculty Mentors worked closely with Scholars Coordinators to ensure the objectives of STEP were being met, while still meeting the needs of the students in the Scholars programs (28 STEP Scholars Cohorts were piloted in 2015-16; 38 STEP Scholars Cohorts in 2016-17).

- **Center for the Study of Student Life** - Regular meetings (monthly) are held between STEP (Director and STEP Senior Program Manager) and the Center for the Study of Student Life to discuss on-going assessment initiatives. STEP students are assessed three times each year (October, April, and 6 months from the end of their STEP year) and STEP Faculty Mentors are assessed two times each year (October and April). In addition, students are asked to provide feedback with regard to their experience with their STEP Faculty Mentor.

- **First-Year Experience (FYE)** - STEP meets regularly with staff from First-Year Experience (FYE) to ensure second-year initiatives and activities provide a developmental natural progression from the first year to the second.

- **Scarlet and Gray Financial** - Consistent with the vision of senior university leadership to support students holistically with their finances, an innovative two-part financial wellness intervention was created to be included as a student requirement of STEP. This intervention was designed to help STEP participants become more aware of their financial situation, prepare them to make wise financial decisions, and help them to better manage their finances as a student and beyond. Financial wellness requirement consisted of two parts:

  **Part One** - The first part of the financial-wellness component of STEP requires students to complete an online module that guides them through several fundamental financial concepts, including financial goal setting, budgeting, interest rates, loan basics, repayment options and an overview of personal credit.

  **Part Two** - The second part of the financial wellness experience allows participants to engage in an individual, face-to-face, one-hour session with a trained financial wellness coach. These sessions allow students to demonstrate awareness of core financial concepts, understand their personal goals and how they relate to their financial situation, and leave with a clearer picture of their current financial situation.

- **Group Wellness Coaching via the Student Wellness Center** - STEP Faculty Mentors are given the opportunity to participate in a three-part wellness coaching experience with their cohorts. Group Wellness Coaching consists of three sessions (1.5 hours each) sessions focusing on Strengths, Wellness, Goals, and Motivational Interviewing.

- **The STEAM Factory** - STEP continues to work with The STEAM Factory and encourages the faculty who are a part of this initiative to create potential STEP Signature Projects. Many STEP Faculty Mentors have subsequently joined The STEAM Factory as a result of learning about their activities during this event.

- **The Center for the Study of Writing** - STEP continues to partner with the Center for the Study
of Writing to create workshops and provide other resources that can assist STEP Faculty Mentors in providing helpful writing tips and activities as STEP students prepare their proposals. The Center hosts “Writing Groups” throughout the academic year.

- **University Center for the Advancement of Teaching (UCAT)** - STEP continues to partner with UCAT to enhance the teaching and learning mission of Ohio State. UCAT has provided training and has been an important partner in helping to establish the philosophical framework and roles and responsibilities of the STEP House Facilitators.

- **Additional Partnerships** - Other partners have collaborated with STEP to create STEP Signature Project experiences for students. Partners include: Stone Lab; The Outdoor Adventure Center; Arts & Humanities Discovery Theme Group; The Columbus Metropolitan Library; The Girls Scouts of America; University Libraries; The John Glenn School of Public Affairs; Buck-I-Serve; and LeaderShape.

**Oklahoma State University – Assistant Dean of Academic Programs (2014-present)**

**General Administrative Responsibilities:**

- Worked with CASNR Associate Dean for Academic Programs in the College of Agricultural Sciences and Natural Resources (CASNR) in the development, implementation, administration, and operation of College programs and activities.

- Coordinated faculty development for the College.

- Coordinated academic advising across the College through departmental Advising Coordinators. Served as the primary interface between University and CASNR academic departments regarding academic advisement. Served as academic advisor to students at the College level (as needed) for College-based programs such as pre-veterinary science and general agriculture.

- Coordinated and provided leadership to the CASNR Student Success Center; provided oversight for the CASNR Student Success Center budget.

- Served as the immediate supervisor to CASNR Student Success Center staff (Coordinator, Prospective Student Services; Coordinator, Student Development; Coordinator, Career Services; graduate and undergraduate student workers).

- Worked in cooperation with Student Success Center staff on College-level student leadership, life skills and career development programs including Freshmen In Transition (FIT), CASNR Living-Learning Community (CLLC); Transfer Zone; Student Academic Mentors (SAMs); Career Liaisons and Agricultural Ambassadors programs.

- Served as the Director of Student Academic Services for CASNR and participated as a member of the university-wide Council of Student Academic Services Directors.

- Directed and coordinated student retention programs (including CASNR Living-Learning Communities) and monitored student academic progress; worked with Associate Dean on College policy development, implementation and operation; worked with students on academic issues including probation, suspension and readmission.

- Worked with CASNR Associate Dean on the development of scholarships and management of scholarship accounts at the College level; coordinated annual College awards banquet.

- Assisted with scholar development program in identifying and mentoring student candidates through coordination with the University Office for Scholar Development and Recognition.

- Served as the Executive Director of the OSU Ag Alumni Association. Responsible for
coordinating and managing alumni programs; served on the OSU Alumni Coordinating Board.

- Worked with Unit Administrators, faculty, and staff across all areas of responsibility; served as the CASNR representative to standing and ad hoc university-level committees; and served as a liaison to the academic offices of other OSU Colleges.

- Collaborated with Director for International Programs in the Division of Agricultural Sciences and Natural Resources to enhance international opportunities for undergraduate and graduate students in the College.

- Collaborated with Associate and Assistant Directors of the Oklahoma Agricultural Experiment Station and Oklahoma Cooperative Extension Service. Participated as a member of regional and national organizations focusing on higher education.

**CASNR Recruitment & Enrollment:**

- Coordinated Freshman Enrollment (approximately 20-23 days each summer) for the College. Provided input to the summer freshman enrollment process via participation on the Freshman Enrollment Task Force.

- Coordinated College program for Transfer Days.

- Interfaced with Office of High School and College Relations to provide recruitment information relating to majors, programs and opportunities in the College.

- Prospective student visits were organized through the Academic Programs Office. Met with prospective students and families before directing them to respective academic department to speak with an academic advisor representing the student’s intended academic major.

**CASNR Teaching-Related Responsibilities:**

- **AG 1011-Freshman Orientation:** Responsible for teaching 5-6 sections/fall semester (50-100 students/section) of AG 1011-Freshman Orientation (required course for all incoming first-year students).

- **Student Academic Mentors (SAMs):** SAMs assisted with AG 1011-Freshman Orientation each fall (total of 30-55 SAMs/semester). Mentored and provided supervision to SAMs, organized and conducted SAM training, lead SAM meetings, coordinated teaching resources for SAMs, and developed the Student Academic Mentor (SAM) Handbook.

- **AGLE 1511-Introduction to Leadership in Agricultural Sciences & Natural Resources:** Responsible for teaching one section of AG 1511-Introduction to Leadership in Agricultural Sciences & Natural Resources during spring semester.

- **Veterinary Teaching Hospital Internships:** Coordinated OSU Veterinary Teaching Hospital Internship Program.

- **Off-Campus Veterinary Internships:** Coordinated all Off-Campus Veterinary Internships.

- **Ag Legislative Intern Program:** Coordinated selection of the Ag Legislative Intern (one/year). Intern had the opportunity to gain a working knowledge of the structure and operational procedures of the state government in Oklahoma with emphasis on legislative process and the role of the Oklahoma Senate and House Committees on Agriculture.

- **Farm Credit Student Board of Directors:** Worked with Farm Credit of East Central Oklahoma to coordinate the Farm Credit Student Board of Directors Program.
CASNR Advising-Related Responsibilities:

- **Readmissions to the College:** Students who attended Oklahoma State University in the past, but who were not enrolled during the immediate past semester were required to apply for readmission. Students were required to file an Application for Readmission; all applications for readmission were reviewed by the Assistant Dean.

- **Admissions via 90-Hour Rule:** Students who had completed 90 or more hours (toward their declared major); had been suspended; and failed to meet the retention grade-point average of 2.00 or the semester GPA of 2.00, could request immediate reinstatement to continue toward degree completion and attempt to meet the retention standard using the 90-Hour Rule. Eligibility for and recommendation of the 90-Hour Rule was determined by the Assistant Dean.

- **Bachelor of University Studies Degrees:** The Bachelor of University Studies (BUS) Degree allowed a student to design a degree program to accommodate unique educational goals that may not have been satisfied by one of the existing degree programs offered through the University. The Assistant Dean worked with the student to determine whether his/her educational objectives could be met through a BUS Degree. All CASNR BUS Degrees were administered through the College’s Academic Programs Office.

- **CASNR Student Counseling, Advisement and Retention Committee:** Provided leadership to this committee (2002-04) before being disbanded in 2004.

- **CASNR Academic Advising Coordinators:** Established monthly meetings of and provided leadership to CASNR Academic Advising Coordinators. Worked to enhance communication between the College, Advising Coordinators and faculty; addressed advising issues; and provided feedback to the College relative to teaching and advising.

- **Coordination with College of Veterinary Medicine:** Worked with the College of Veterinary Medicine to ensure Pre-Vet students and Academic Advisors were aware of changes in required coursework and in the application process. Provided input to pre-professional curricular issues and admissions policies.

- **Commencements and College Receptions:** Fall and Spring Commencement ceremonies and College Receptions were coordinated with the University through participation on the University Commencement Committee.

- **Two-Year and Four-Year College/University Meetings:** Each spring, CASNR hosted the Two-Year and Four-Year College/University Meeting to discuss topics such as transfer enrollment, curricular changes, articulation of agriculture courses, and distance education opportunities. This meeting was coordinated by the Academic Programs Office.

**CASNR Scholarships:**

- Coordinated College scholarship program; provided leadership to the **CASNR Scholarship and Awards Committee**; made final assignments of all College scholarships; coordinated awards process; and organized the **CASNR Scholarship and Awards Banquet**. Represented the College on the University Scholarship Committee. Responsible for awarding approximately $500,000 in College-level scholarships.

- Coordinated the application, selection and award processes in cooperation with the **CASNR Scholarship and Awards Committee**.

**CASNR Student Organization Advising:**

- **Ag Student Council:** Faculty Advisor (2002-07); **Ag Student Council** had three faculty advisors (Junior Advisor; Senior Advisor and CASNR Assistant Dean). Advisors attended all
meetings (weekly); participated in all Ag Student Council events; and provided guidance relative to policies, procedures and expenditures.

- **Pre-Vet Club:** Faculty Advisor (2002-07); Pre-Vet Club had only one advisor. The advisor attended all meetings; participated in all events; assisted in arranging educational, fund-raising and community service activities; coordinated travel to the National Pre-Vet Symposium; assisted with campus activities and events; and provided guidance relative to policies, procedures and expenditures.

- **Ag Ambassadors:** Faculty Advisor (2005); Co-Advised Ag Ambassadors with CASNR Associate Dean. Advisors attended all meetings (weekly); participated in all Ag Ambassador activities and events; provided guidance and leadership; and assisted in coordinating activities and responsibilities.

**CASNR Faculty Development Initiatives:**

- **Teaching & Advising Newsletter:** Developed the CASNR Teaching and Advising Newsletter (monthly publication) in an effort to communicate teaching and advising-related information to CASNR faculty; increased awareness of programs and opportunities available to both faculty and students; and enhanced communication among those involved in teaching and advising.

- **CASNR Effective Teaching Committee:** Worked with the CASNR Effective Teaching Committee to provide leadership to the College for matters concerning improvement of teaching and advising. Worked with committee to plan Brown Bag Teaching Discussions and Teaching Effectiveness Workshops; identified teaching needs; and make recommendations to enhance teaching and advising effectiveness in the College.

- **Brown Bag Teaching Discussions:** Initiated Brown Bag Teaching Discussions in the College. Discussions provided an opportunity for faculty and graduate students to interact with regard to teaching-related topics. Worked with CASNR Effective Teaching Committee to identify potential presenters and topics; scheduled discussions; and coordinated presentations.

- **Teaching Effectiveness Workshops:** Established Teaching Effectiveness Workshops in the College. Workshops were offered prior to the beginning of fall and spring semesters. Nationally recognized presenters were invited to campus to address teaching-related topics. Worked with the CASNR Effective Teaching Committee to provide leadership.

- **CASNR Teaching & Learning Reading/Study Group:** Formed CASNR Teaching & Learning Reading/Study Group. Book was selected and the College purchased a copy for all participants; the group met at regularly scheduled times to discuss the book. Faculty members had the opportunity to lead discussion on individual book chapters.

- **CASNR Teaching Enhancement Grants:** Established CASNR Teaching Enhancement Grant program. Grants were designed to encourage CASNR faculty to attend and participate in workshops, seminars, symposia, and/or conferences related to teaching, advising and/or instructional excellence. Recipient received support toward travel, lodging and conference registration. In return, each recipient was expected to make a quality presentation in the form of a Teaching Effectiveness Workshop or Brown Bag Teaching Discussion. Worked with the Effective Teaching Committee to provide leadership for this program.

- **CASNR Teaching & Learning Resource Center:** Established CASNR Teaching & Learning Resource Center. Resources (books, CDs…) suggested by faculty, graduate students and presenters, were reviewed by the CASNR Effective Teaching Committee.

- **Peer Observation of Teaching:** Mentored CASNR faculty members to further enhance teaching effectiveness through peer coaching and peer observation of teaching.
• **CASNR Exemplary Faculty Awards**: Established CASNR Exemplary Faculty Awards based on information obtained from the OSU Alumni Survey.

• **Regional & National Faculty Recognition**: Developed plan to increase the number of faculty receiving regional and national level teaching recognition. Program included identifying opportunities, working with faculty in preparing materials and submitting nomination packets.

### CASNR Ag Alumni Association:

• **Ag Alumni Board**: Served as Executive Director of the Ag Alumni Association and coordinated efforts of the Ag Alumni Board and Ag Alumni Association. Coordinated alumni publications (Ag Alum News and the Ag Alum Newsletter); established a partnership with the Cowboy Journal to provide this publication to all paid alumni members; coordinated alumni participation in Ag Roundup; enhanced alumni participation in the annual Ag Alumni BBQ; assisted in organizing the first Ag Alumni Access Tour; established award recognizing outstanding CASNR faculty (CASNR Exemplary Faculty award); and worked with alumni association to enhance efforts to support the College and CASNR students.

• **Ag Alum BBQ**: Ag Alumni BBQ (held in conjunction with Homecoming) recognized 50-year, 25-year and 10-year graduates. Worked with the Ag Alumni Board to coordinate this event.

• **Ag Roundup**: Ag Roundup was an annual event, organized by Ag Student Council and supported by the Ag Alumni Association, to welcome new freshmen and transfer students to the College. The Ag Alumni Board was involved in planning and hosting Ag Roundup.

• **Ag Alumni Access Tour**: Worked with Ag Alumni Association to organize and implement the annual Ag Alumni Access Tour. Division of Agricultural Sciences and Natural Resources administrators, faculty and staff travel by bus to several locations around the state to interact with alumni and to provide an update of Division efforts.

• **Coordinating Council**: Participation on Coordinating Council provided a connection between college alumni associations and the OSU Alumni Association. The Council coordinated alumni membership, activities and events for alumni, university wide.

• **Distinguished Ag Alumni**: Coordinated application process, selection and recognition of Distinguished Ag Alumni Awards.

• **CASNR Exemplary Faculty Award**: Established and coordinated CASNR Exemplary Faculty Award based on information obtained from OSU Alumni Survey.

### Institutional-Level Responsibilities:

• **Academic Integrity Facilitator**: Academic Integrity Facilitators were nominated by their respective colleges and completed training at the university level. Facilitators provided information about the University’s academic integrity policies and procedures, and served as impartial observers during the initial meeting between instructor and student. Facilitators provided information about the academic integrity process and encouraged the instructor and student to reach a resolution; facilitators provided information about policies, procedures and the appeals process.

• **Assessment Council**: Assessment Council responsibilities included implementing and developing assessment policies and guidelines, reviewing and providing feedback to academic units about program outcomes assessment, monitored the use of assessment fee money, and advised the Office of University Assessment.

• **Director of Student Academic Services**: Student Academic Services Directors (one/college) worked together to address issues related to recruitment, admissions, freshman orientation, transfer days, University Academic Services, advising, correspondence courses, remedial coursework, enrollment, commencement, and all other
student services related issues through the Council of Student Academic Services Directors.

- **Independent & Correspondence Study Committee:** Committee gathered input relative to independent and correspondence study, and helped to establish related policies and procedures.

- **Late Drop Review Panel:** The Late Drop Review Panel was responsible for reviewing all Late Drop Petitions at the university level.

- **OSU First-Year Experience Committee:** The OSU First-Year Experience Committee was responsible for coordinating and assessing first-year experience efforts on campus.

- **OSU Institute for Teaching & Learning Excellence (ITLE) Advisory Committee:** OSU Institute for Teaching & Learning Excellence provided leadership to the university in the areas of enhancing teaching and learning effectiveness. The Institute was responsible for planning, organizing and hosting teaching-related workshops; providing guidance for new faculty development programs; and identifying opportunities for recognition of exceptional teaching efforts.

- **Reinstatement Appeals Board:** The Reinstatement Appeals Board reviewed all petitions for reinstatement (prior to the beginning of each semester).

- **University Commencement Committee:** This committee planned and organized fall and spring Commencement ceremonies. Participation on this committee provided an opportunity to make input; propose changes and/or enhancements; and provide feedback on behalf of the College.

**College & University Committees:**

- **OSU Pandemic Planning Task Force** (2006-07)
- **NCAA-Mandated Review of Academic Services for Student Athletes Committee** (2006-07)
- **New Student Orientation Advisory Committee** (2006-07)
- **OSU-NOC Classroom New Building Committee** (2006-07)
- **Oklahoma Agricultural Leadership Program (OALP) Class XIII Selection Committee** (2006)
- **OSU Advising Workshop Committee** (2005-07)
- **Freshman Enrollment Committee** (2005-07)
- **Gamma Sigma Delta Awards Committee** (2005-07)
- **Early Career Faculty Development Task Force** (2005-06)
- **First Year Experience Task Force** (2004-07)
- **Higher Learning Commission (HLC) Accreditation Writing Team** (2004-05)
- **Student Travel Policy Committee** (2004-05)
- **Advising Enhancement Workshop Task Force** (2004-05)
- **Commencement Task Force** (2003)
- **Freshman Enrollment Task Force** (2003)
- **Workshop Series - Diversity in Higher Education Steering Committee** (2003)
- **Independent and Correspondence Study Advisory Committee** (2002-07)
- **Classroom Utilization Task Force** (2002)

**Teaching & Advising:**

Taught multiple sections of Freshman Orientation every Fall Semester. The following provides Student Evaluation of Instruction scores from 2002-07; scores are defined as follows: 4.00=very high; 3.00=high; 2.00=medium; 1.00=low; 0.00=very low.
<table>
<thead>
<tr>
<th>Semester &amp; Section</th>
<th>Preparation Organization</th>
<th>Teaching Effort</th>
<th>Presentation of Material</th>
<th>Explains Subject</th>
<th>Attitude of Instructor</th>
<th>Overall Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fall 2005</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>201</td>
<td>3.85</td>
<td>3.83</td>
<td>3.65</td>
<td>3.73</td>
<td>3.89</td>
<td>3.84</td>
</tr>
<tr>
<td>202</td>
<td>3.85</td>
<td>3.91</td>
<td>3.60</td>
<td>3.72</td>
<td>3.98</td>
<td>3.85</td>
</tr>
<tr>
<td>203</td>
<td>3.87</td>
<td>3.93</td>
<td>3.65</td>
<td>3.78</td>
<td>3.93</td>
<td>3.87</td>
</tr>
<tr>
<td>204</td>
<td>3.92</td>
<td>3.98</td>
<td>3.77</td>
<td>3.83</td>
<td>3.93</td>
<td>3.87</td>
</tr>
<tr>
<td>205</td>
<td>3.91</td>
<td>3.87</td>
<td>3.68</td>
<td>3.79</td>
<td>3.98</td>
<td>3.91</td>
</tr>
<tr>
<td><strong>Fall 2004</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>201</td>
<td>3.79</td>
<td>3.79</td>
<td>3.46</td>
<td>3.61</td>
<td>3.83</td>
<td>3.65</td>
</tr>
<tr>
<td>202</td>
<td>3.93</td>
<td>3.85</td>
<td>3.54</td>
<td>3.74</td>
<td>3.87</td>
<td>3.76</td>
</tr>
<tr>
<td>203</td>
<td>3.91</td>
<td>3.91</td>
<td>3.78</td>
<td>3.78</td>
<td>3.93</td>
<td>3.83</td>
</tr>
<tr>
<td>204</td>
<td>3.98</td>
<td>3.94</td>
<td>3.77</td>
<td>3.85</td>
<td>3.98</td>
<td>3.85</td>
</tr>
<tr>
<td>205</td>
<td>3.98</td>
<td>3.84</td>
<td>3.70</td>
<td>3.80</td>
<td>3.91</td>
<td>3.86</td>
</tr>
<tr>
<td><strong>Fall 2003</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>201</td>
<td>3.88</td>
<td>3.66</td>
<td>3.66</td>
<td>3.68</td>
<td>3.89</td>
<td>3.91</td>
</tr>
<tr>
<td>202</td>
<td>3.86</td>
<td>3.80</td>
<td>3.57</td>
<td>3.67</td>
<td>3.85</td>
<td>3.80</td>
</tr>
<tr>
<td>203</td>
<td>3.75</td>
<td>3.80</td>
<td>3.43</td>
<td>3.70</td>
<td>3.77</td>
<td>3.77</td>
</tr>
<tr>
<td>204</td>
<td>3.85</td>
<td>3.89</td>
<td>3.70</td>
<td>3.75</td>
<td>3.91</td>
<td>3.86</td>
</tr>
<tr>
<td><strong>Fall 2002</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>201</td>
<td>3.80</td>
<td>3.70</td>
<td>3.43</td>
<td>3.43</td>
<td>3.82</td>
<td>3.68</td>
</tr>
<tr>
<td>202</td>
<td>3.86</td>
<td>3.69</td>
<td>3.79</td>
<td>3.74</td>
<td>3.91</td>
<td>3.71</td>
</tr>
<tr>
<td>203</td>
<td>3.92</td>
<td>3.89</td>
<td>3.64</td>
<td>3.65</td>
<td>3.88</td>
<td>3.79</td>
</tr>
<tr>
<td>204</td>
<td>3.70</td>
<td>3.70</td>
<td>3.21</td>
<td>3.28</td>
<td>3.66</td>
<td>3.53</td>
</tr>
</tbody>
</table>

**Presentations:**

**Martin, L.C.,** 2006. The Role of Faculty Advising in Student Engagement; Keynote Address, Faculty Advising Awards Luncheon; University of Nebraska-Lincoln; October 24, 2006

**Martin, L. C.,** 2006. Faculty Who have Succeeded at Various Places Along the Continuum; OSU Institute of Teaching & Learning Excellence Workshop; Oklahoma State University, Stillwater; October 11, 2006

Weir, S., **L.C. Martin** and M.A. Harris, 2006. Transfer Transition: Two Approaches; National Academic Advising Association (NACADA) 2006 National Conference; Diverse Advising for a Diverse World; Indianapolis, IN; October 18-21, 2006


**Martin, L.C.,** 2006. Responsibility of Professional Societies in Promoting the Scholarship of Teaching. Midwest Section American Society of Animal Science (ASAS) Annual Meetings; Des Moines, IA; March 21-22

**Martin, L.C.,** 2006. Effective College Teaching; Career Skills & Professionalism Class; Plant Pathology; September 26, 2006
Martin, L.C., 2006. Making Connections with Faculty and Academic Advisors; College 101; Oklahoma Youth Expo; Oklahoma City, OK; June 12, 2006

Martin, L.C., 2006. Advising: Enrollment verses Mentoring; Department of Agricultural Economics; Oklahoma State University, Stillwater, OK; January 20, 2006


Martin, L.C., 2005. Student-Centered Academic Advising … course scheduling and beyond; Fall Teaching Workshop; University of Florida, Gainesville; August 17, 2005.

Martin, L.C., 2005. Making Connections with Faculty and Academic Advisors; College 101; Oklahoma Youth Expo; Oklahoma City, OK; June 2, 2005

Martin, L.C., 2005. The Beef Cattle Industry … Reflections and Projections; Beef Production Course; The Ohio State University, Columbus; May 18, 2005

Martin, L.C., 2005. The Job Search …Creating a Winning Game Plan; Animal Science Capstone Course; The Ohio State University, Columbus; May 18, 2005

Martin, L.C., 2005. Scholarly Teaching and Recognition … In Colleges of Agricultural; Keynote Address, Spring Teaching Workshop; North Carolina State University, Raleigh-Durham; April 27, 2005

Martin, L.C., 2004. Effective College Teaching; Career Skills & Professionalism Class; Plant Pathology; September 21, 2004

Martin L.C., 2004. Teaching Matters…Teaching Strategies that Enhance Student Learning; Keynote Address, Fall Teaching Workshop; The Ohio State University, Columbus; September 17, 2004

Martin, L.C., 2004. Group Learning Activities…A Strategy for Promoting Teamwork While Maintaining Individual Accountability; Breakout Session, Fall Teaching Workshop; The Ohio State University, Columbus; September 17, 2004

Martin, L.C., 2004. Group Learning Activities…A Strategy for Promoting Teamwork While Maintaining Individual Accountability; Fall Teaching Workshop; University of Illinois, Champaign-Urbana; August 20, 2004

Martin, L.C., 2004. OSU & CASNR Faculty Development. Oklahoma Faculty Development Consortium; Rose State College, Midwest City, OK; April 9, 2004

Martin, L.C., 2004. Keynote Address; Alpha Zeta Prayer Breakfast; March 25, 2004


Martin, L.C., 2004. Teaching Matters; Department of Animal Science; January 30, 2004


Martin, L.C., 2003. Experience a College Class; Future Ag Leaders Conference; November 22, 2003

Martin, L.C., 2003. Administrative Philosophy in Practice; Educational Administration Class; October 21, 2003

Martin, L.C., 2003. Effective College Teaching; Career Skills & Professionalism Class; Plant Pathology; October 21, 2003

Martin, L.C., 2003. High Impact Teaching; Fall Teaching Workshop; University of Missouri, Columbia; August 15, 2003


Martin, L.C., 2003. Effective Group Work; Spring Teaching Workshop; College of Human and Environmental Sciences; January 10, 2003

Martin, L.C., 2002. Experience a College Class; Future Ag Leaders Conference; November 16, 2002

Martin, L.C., 2002. Effective College Teaching; Career Skills & Professionalism Class; Plant Pathology; October 23, 2002

Martin, L.C., 2002. College Directions; Department of Plant and Soil Sciences Faculty Meeting; September 13, 2002


Kansas State University - Animal Sciences & Industry Faculty Member (100% Teaching)

**Teaching & Advising:**

Faculty appointment (100% teaching); advised 125 undergraduates students/year. Course taught included: ASI 105-Introductory Animal Science & Industry; ASI 500-Genetics; ASI 510 - Animal Breeding Principles; ASI 661-Applied Animal Breeding (enrollments ranged from 20-200 students per class)

The following provides *Student Evaluation of Instruction* scores from 1991-2002; scores are defined as follows: 5.00=very high; 4.00=high; 3.00=medium; 2.00=low; 1.00=very low.

<table>
<thead>
<tr>
<th>Course</th>
<th>Semester</th>
<th>Responding</th>
<th>Amount Learned</th>
<th>Increased Desire</th>
<th>Teacher Effectiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>raw</td>
<td>adjusted</td>
<td>raw</td>
<td>adjusted</td>
</tr>
<tr>
<td>ASI 105</td>
<td>Spring 1993</td>
<td>92%</td>
<td>4.73</td>
<td>4.44</td>
<td>*</td>
</tr>
<tr>
<td></td>
<td>Spring 1992</td>
<td>82%</td>
<td>4.52</td>
<td>4.30</td>
<td>*</td>
</tr>
<tr>
<td></td>
<td>Spring 1991</td>
<td>100%</td>
<td>4.43</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td>Course</td>
<td>Year</td>
<td>Grade</td>
<td>GPA 1</td>
<td>GPA 2</td>
<td>GPA 3</td>
</tr>
<tr>
<td>-------------</td>
<td>----------</td>
<td>-------</td>
<td>-------</td>
<td>-------</td>
<td>-------</td>
</tr>
<tr>
<td>ASI 500</td>
<td>Spring 2002</td>
<td>100%</td>
<td>4.4</td>
<td>4.7</td>
<td>4.3</td>
</tr>
<tr>
<td>Fall 2001</td>
<td>91%</td>
<td>4.2</td>
<td>4.5</td>
<td>4.2</td>
<td>4.5</td>
</tr>
<tr>
<td>Spring 2001</td>
<td>100%</td>
<td>4.2</td>
<td>4.4</td>
<td>4.1</td>
<td>4.2</td>
</tr>
<tr>
<td>Fall 2000</td>
<td>95%</td>
<td>4.6</td>
<td>4.8</td>
<td>4.3</td>
<td>4.5</td>
</tr>
<tr>
<td>Spring 2000</td>
<td>95%</td>
<td>4.4</td>
<td>4.6</td>
<td>4.4</td>
<td>4.6</td>
</tr>
<tr>
<td>Fall 1999</td>
<td>86%</td>
<td>4.3</td>
<td>4.5</td>
<td>4.3</td>
<td>4.4</td>
</tr>
<tr>
<td>Spring 1999</td>
<td>92%</td>
<td>4.3</td>
<td>4.3</td>
<td>4.3</td>
<td>4.3</td>
</tr>
<tr>
<td>Fall 1998</td>
<td>92%</td>
<td>4.50</td>
<td>4.35</td>
<td>'*'</td>
<td>'*'</td>
</tr>
<tr>
<td>Spring 1998</td>
<td>90%</td>
<td>4.45</td>
<td>4.32</td>
<td>'*'</td>
<td>'*'</td>
</tr>
<tr>
<td>Fall 1997</td>
<td>92%</td>
<td>4.43</td>
<td>4.33</td>
<td>'*'</td>
<td>'*'</td>
</tr>
<tr>
<td>Spring 1997</td>
<td>94%</td>
<td>4.21</td>
<td>4.18</td>
<td>'*'</td>
<td>'*'</td>
</tr>
<tr>
<td>Fall 1996</td>
<td>89%</td>
<td>4.44</td>
<td>4.30</td>
<td>'*'</td>
<td>'*'</td>
</tr>
<tr>
<td>Spring 1996</td>
<td>96%</td>
<td>4.39</td>
<td>4.27</td>
<td>'*'</td>
<td>'*'</td>
</tr>
<tr>
<td>Fall 1995</td>
<td>87%</td>
<td>4.31</td>
<td>4.31</td>
<td>'*'</td>
<td>'*'</td>
</tr>
<tr>
<td>Spring 1995</td>
<td>94%</td>
<td>4.21</td>
<td>4.17</td>
<td>'*'</td>
<td>'*'</td>
</tr>
<tr>
<td>Fall 1994</td>
<td>91%</td>
<td>4.37</td>
<td>4.30</td>
<td>'*'</td>
<td>'*'</td>
</tr>
<tr>
<td>Summer 1994</td>
<td>100%</td>
<td>4.55</td>
<td>4.34</td>
<td>'*'</td>
<td>'*'</td>
</tr>
<tr>
<td>Spring 1994</td>
<td>94%</td>
<td>4.51</td>
<td>4.36</td>
<td>'*'</td>
<td>'*'</td>
</tr>
<tr>
<td>Fall 1993</td>
<td>93%</td>
<td>4.54</td>
<td>4.38</td>
<td>'*'</td>
<td>'*'</td>
</tr>
<tr>
<td>Summer 1993</td>
<td>100%</td>
<td>4.60</td>
<td>4.40</td>
<td>'*'</td>
<td>'*'</td>
</tr>
<tr>
<td>Spring 1993</td>
<td>96%</td>
<td>4.27</td>
<td>4.26</td>
<td>'*'</td>
<td>'*'</td>
</tr>
<tr>
<td>Fall 1992</td>
<td>100%</td>
<td>4.20</td>
<td>4.21</td>
<td>'*'</td>
<td>'*'</td>
</tr>
<tr>
<td>Spring 1992</td>
<td>88%</td>
<td>4.48</td>
<td>4.37</td>
<td>'*'</td>
<td>'*'</td>
</tr>
<tr>
<td>Fall 1991</td>
<td>100%</td>
<td>4.45</td>
<td>4.36</td>
<td>'*'</td>
<td>'*'</td>
</tr>
<tr>
<td>Summer 1991</td>
<td>94%</td>
<td>4.40</td>
<td>'*'</td>
<td>'*'</td>
<td>'*'</td>
</tr>
<tr>
<td>ASI 510</td>
<td>Spring 2002</td>
<td>100%</td>
<td>4.7</td>
<td>4.7</td>
<td>4.7</td>
</tr>
<tr>
<td>Fall 2001</td>
<td>91%</td>
<td>4.5</td>
<td>4.5</td>
<td>4.5</td>
<td>4.9</td>
</tr>
<tr>
<td>Spring 2001</td>
<td>100%</td>
<td>4.1</td>
<td>4.1</td>
<td>4.1</td>
<td>4.2</td>
</tr>
<tr>
<td>Fall 2000</td>
<td>100%</td>
<td>4.8</td>
<td>4.6</td>
<td>4.5</td>
<td>4.2</td>
</tr>
<tr>
<td>Spring 2000</td>
<td>100%</td>
<td>4.1</td>
<td>4.1</td>
<td>4.2</td>
<td>4.5</td>
</tr>
<tr>
<td>Fall 1999</td>
<td>89%</td>
<td>4.4</td>
<td>4.5</td>
<td>4.5</td>
<td>4.1</td>
</tr>
<tr>
<td></td>
<td>Avg 1</td>
<td>Avg 2</td>
<td>Avg 3</td>
<td>Avg 4</td>
<td>Avg 5</td>
</tr>
<tr>
<td>----------------</td>
<td>-------</td>
<td>-------</td>
<td>-------</td>
<td>-------</td>
<td>-------</td>
</tr>
<tr>
<td><strong>Spring 1999</strong></td>
<td>83%</td>
<td>4.2</td>
<td>4.3</td>
<td>4.1</td>
<td>4.2</td>
</tr>
<tr>
<td><strong>Fall 1998</strong></td>
<td>96%</td>
<td>4.38</td>
<td>4.23</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td><strong>Spring 1998</strong></td>
<td>94%</td>
<td>4.58</td>
<td>4.37</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td><strong>Fall 1997</strong></td>
<td>96%</td>
<td>4.31</td>
<td>4.23</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td><strong>Spring 1997</strong></td>
<td>91%</td>
<td>4.37</td>
<td>4.28</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td><strong>Fall 1996</strong></td>
<td>76%</td>
<td>4.29</td>
<td>4.15</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td><strong>Spring 1996</strong></td>
<td>87%</td>
<td>4.23</td>
<td>4.19</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td><strong>Fall 1995</strong></td>
<td>85%</td>
<td>4.49</td>
<td>4.31</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td><strong>Spring 1995</strong></td>
<td>87%</td>
<td>4.19</td>
<td>4.11</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td><strong>Fall 1994</strong></td>
<td>92%</td>
<td>4.38</td>
<td>4.26</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td><strong>Spring 1994</strong></td>
<td>86%</td>
<td>4.47</td>
<td>4.33</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td><strong>Fall 1993</strong></td>
<td>88%</td>
<td>4.07</td>
<td>4.05</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td><strong>Spring 1993</strong></td>
<td>100%</td>
<td>3.85</td>
<td>3.92</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td><strong>Fall 1992</strong></td>
<td>96%</td>
<td>3.96</td>
<td>3.96</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td><strong>Spring 1992</strong></td>
<td>86%</td>
<td>4.12</td>
<td>4.08</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td><strong>Fall 1991</strong></td>
<td>97%</td>
<td>4.32</td>
<td>4.20</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td><strong>Spring 1991</strong></td>
<td>94%</td>
<td>4.09</td>
<td>*</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td><strong>Fall 1990</strong></td>
<td>86%</td>
<td>4.42</td>
<td>*</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td><strong>Spring 1990</strong></td>
<td>93%</td>
<td>4.23</td>
<td>*</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td><strong>Fall 1989</strong></td>
<td>93%</td>
<td>4.23</td>
<td>*</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td><strong>Spring 1989</strong></td>
<td>84%</td>
<td>3.55</td>
<td>*</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td><strong>Spring 2002</strong></td>
<td>100%</td>
<td>4.9</td>
<td>4.5</td>
<td>4.9</td>
<td>4.2</td>
</tr>
<tr>
<td><strong>Spring 2001</strong></td>
<td>100%</td>
<td>5.0</td>
<td>4.2</td>
<td>5.0</td>
<td>4.0</td>
</tr>
<tr>
<td><strong>Spring 2000</strong></td>
<td>100%</td>
<td>4.9</td>
<td>4.6</td>
<td>5.0</td>
<td>4.4</td>
</tr>
<tr>
<td><strong>Spring 1999</strong></td>
<td><strong>2</strong></td>
<td><strong>2</strong></td>
<td><strong>2</strong></td>
<td><strong>2</strong></td>
<td><strong>2</strong></td>
</tr>
<tr>
<td><strong>Spring 1998</strong></td>
<td>92%</td>
<td>4.67</td>
<td>4.14</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td><strong>Spring 1997</strong></td>
<td>95%</td>
<td>4.17</td>
<td>3.83</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td><strong>Spring 1996</strong></td>
<td>100%</td>
<td>4.67</td>
<td>4.14</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td><strong>Spring 1995</strong></td>
<td>48%</td>
<td>4.70</td>
<td>4.17</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td><strong>Spring 1994</strong></td>
<td>100%</td>
<td>4.88</td>
<td>4.31</td>
<td>*</td>
<td>*</td>
</tr>
<tr>
<td><strong>Spring 1993</strong></td>
<td>100%</td>
<td>4.33</td>
<td>4.00</td>
<td>*</td>
<td>*</td>
</tr>
</tbody>
</table>

*not reported in the analysis of student evaluations
** course not evaluated; too few students enrolled
Student-Related Activities and(or) Responsibilities:

- **American Pre-Veterinary Medical Association - National Advisor** (1996-97; 1995-96)
- **FAST Tracks - Faculty Advisor** (1994-95)
- **National Block & Bridle Club - National Editor** (1993-95)
- **KSU Student Tribunal** (1992-98)
- **Alpha of Clovia - Faculty Advisor** (1991-2002)
- **Kansas State University Pre-Vet Club - Faculty Advisor** (1991-2002)
- **Kansas Junior Livestock Show Board of Directors - Member** (1990-95)
- **Kansas Junior Livestock Show - Beef Cattle Superintendent** (1990-95)
- **Kansas State University Block and Bridle Club - Faculty Advisor** (1989-92)

University & College Committees and(or) Responsibilities:

- **Learn Anytime, Anyplace Partnerships (LAAP) Project Advisory Group** (2000-02)
- **KSU Assessment and Program Review Faculty Advisory Committee** (2000-02)
- **KSU Educational Objectives Review Committee** (2000-2002)
- **Faculty Representative to Sexual Violence Adjudication Panel** (1999-2002)
- **College of Agriculture Professional Development Advisory Committee** (1999-2002)
- **Faculty Exchange for Teaching Excellence** (1998-2002)
- **University General Education Senior Interview Committee** (1998-00)
- **Advisory Committee for University Teaching Scholar** (1997-99)
- **College of Agriculture Mentoring Advisory Committee** (1996-99)
- **College of Agriculture Recruitment Advisory Committee** (1996-02)
- **KSU Task Force for Academic Honesty** (1994-96)
- **KSU Faculty Senator for College of Agriculture** (1994-2000)
- **Faculty Affairs Committee** (1994-1999)
- **Faculty Representative to Student Tribunal** (1993-1998)
- **College of Agriculture Committee on Effective Instruction** (1993-2002); Chair (1996-2000)
- **Gamma Sigma Delta** - Chapter President
- **Gamma Sigma Delta Freshman Scholarship Committee** (1990-2002)

Departmental Committees and(or) Responsibilities:

- **ASI Teaching Advisory Council** (1999-2002)
- **Senior Exit Interview Committee** (1995-2002)
- **ASI Graduation Reception Chair** (1993-2002)
- **ASI Recruitment Committee** (1990-2002)
- **ASI Scholarship Committee** (1990-2002)
- **ASI Student Activities Committee** (1990-2002)
- **Sheep Teaching and Research Unit Coordinator**
- **Sheep Day Program Committee**
- **Cattlemen's Day Program Committee**
- **Academic Quadrathlon Quiz Bowl Committee**
Teaching Technology and Equipment Coordinator
University Open House/Ag Science Day - Department Coordinator

Articles and Abstracts:


Textbooks:


Posters:


Presentations:


Martin, L.C., 2000. Some Things to Consider for Your First Year on the Job. Presented at KSU
New Faculty Orientation, Manhattan, KS; September 2000.


District Officers Meeting, Manhattan, KS, October 1993.


**Martin, L.C.,** 1993. The Importance of an Academic Advisor. Ag Orientation Class; September 1993.


The tentative schedule and agenda items for the Fall Meeting follow this memorandum and are presented for the Committee’s consideration and comment.

Please note that the FY 2018-19 capital outlay and capital maintenance budgets and the FY 2018-19 revenue/institutionally funded projects are designated for consideration and action in the full Board meeting on the afternoon of November 3 (instead of Finance and Administration Committee meeting that morning) for the following reasons:

1. The Finance and Administration agenda has a large number of items, including an important presentation by CFO David Miller on outcomes of the FY 2017 Composite Financial Index for each unit;

2. If the capital outlay/capital maintenance budgets and the revenue/institutionally funded projects were considered in the F&A Committee, they would still have to go forward in the full Board meeting for a roll-call vote in accordance with the Bylaws; and

3. Designating the capital items for the full Board meeting will ensure adequate time for consideration of these important items, as well as the Composite Financial Index, and avoid the redundancy of addressing the capital items twice on the same day.
Board of Trustees  
2017 Fall Meeting  
November 2-3, 2017  
Knoxville, Tennessee

Tentative Schedule and Agenda

Thursday, November 2

3:00 p.m. Athletics Committee  
1. Athletics Director Presentations on the Status of the Athletics Programs  
2. Neyland Stadium Renovation Project

6:00 p.m. Reception and Dinner

Friday, November 3

7:30 a.m. Breakfast

8:30 a.m. Joint Meeting of Academic Affairs and Student Success Committee & University Life Committee

University Life Agenda
Greek Life Presentation

AA&SS Agenda
1. UTC, Master of Public Health  
2. UT Knoxville Honorary Degree  
3. Expedited Tenure Recommendations (if needed)  
4. Discussion of Follow-Up Actions from August 17 Workshop  
5. Revised UTC Faculty Handbook  
6. Revised UTHSC Faculty Handbook  
7. Policy on Student and Faculty Speech (to comply with 2016 Campus Free Speech Protection Act)  
8. Presentation on the Confucius Institute at UT Knoxville  
9. Fall Data Report  
10. Requests to Address the Board (if appropriate for this committee)

10:15 a.m. Joint Meeting of Finance and Administration Committee & Subcommittee on Efficiency and Cost Savings

Subcommittee Agenda
1. Campus Presentations on Efficiency and Cost Saving Actions  
2. Subcommittee’s Report on Efficiencies and Cost Savings for Inclusion in the Board’s Annual Report to the General Assembly
F&A Agenda

Consent Agenda:
1. Report on Use of Differential Tuition Funds at UTC (written report)
2. Report on Use of Differential Tuition Funds at UT Knoxville (written report)
3. HR/Compensation Advisory Board Report (written report)

Regular Agenda:
6. Use of Proceeds from Lease & Transfer Agreement with University Health System to Fund Clinical Trial Network Infrastructure
7. Use of Proceeds from Lease & Transfer Agreement with University Health System to Fund Simulation Equipment at UT Health Science Center
8. Lone Oaks Master Plan
9. FY 2018-19 Operating Budget Appropriations Request for Non-Formula Units
10. Revised Board Policy on Debt Management
11. Board Policy on Smoking
12. Revised Board Investment Policies and Procedures
13. Amendment of Uniform Administrative Procedures Act Rules
   a. UTC Parking
   b. UT Martin Parking
   c. Contested Case Procedures
14. FY 2017 Composite Financial Index Outcomes
15. Requests to Address the Board (if appropriate for this committee)

12:00 p.m. Luncheon
- Welcome by UT Knoxville Faculty Senate President and SGA President
- UT Knoxville Highlights

12:45 p.m. Annual Board Photograph

1:00 p.m. Board of Trustees Meeting
1. Consent Agenda (roll-call vote required due to UAPA Rules)
   a. Minutes of the Last Meeting
   b. 2018 Fall Meeting Date
   c. Annual Report to the General Assembly
   d. UT Martin Naming
   e. UTIA Naming
   f. Committee Recommendations
      (1) UTC, Master of Public Health
      (2) UT Knoxville Honorary Degree
      (3) Expedited Tenure Recommendations (if needed)
      (4) Revised UTC Faculty Handbook
      (5) Revised UTHSC Faculty Handbook
(6) Policy on Student and Faculty Speech (to comply with 2016 Campus Free Speech Protection Act)
(7) FY2017 Annual Flight Operations Report
(8) Use of Proceeds from Lease & Transfer Agreement with University Health System to Fund Clinical Trial Network Infrastructure
(9) Use of Proceeds from Lease & Transfer Agreement with University Health System to Fund Simulation Equipment at UT Health Science Center
(10) FY 2018-19 Operating Budget Appropriations Request for Non-Formula Units
(11) Revised Board Policy on Debt Management
(12) Board Policy on Smoking
(13) Revised Board Investment Policies and Procedures
(14) Amendment of UAPA Rules
   (a) UTC Parking Rules
   (b) UT Martin Parking Rules
   (c) Contested Case Procedures

2. Report of the President

3. Report of Chancellor Davenport

4. Report of the Executive and Compensation Committee
   a. Recommendation for Appointment and Compensation of the Vice President for Research, Outreach, and Economic Development

5. Report of the Trusteeship Committee
   a. Bylaw Amendments (roll-call vote)

6. FY 2018-19 Capital Outlay and Capital Maintenance Projects (roll-call vote) (designated for action by the full Board without committee action)

7. FY 2018-19 Revenue/Institutionally Funded Projects (roll-call vote) (designated for action by the full Board without committee action)

8. Report of the Audit Committee

9. Requests to Address the Board (if not heard in a committee)