



4-9-2001

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University of Tennessee

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Office of the General Counsel and Secretary

719 Andy Holt Tower  
Knoxville 37996-0170  
Telephone 865/974-3245  
FAX 865/974-3074

TO: Members of the Executive Committee, Board of Trustees

Mr. James A. Haslam, II, Chairman  
Mrs. Johnnie Amonette  
Mr. Charles E. Coffey  
Mr. Jerry Jackson  
Mr. R. Clayton McWhorter  
Mrs. Susan R. Williams  
Dr. J. Wade Gilley

FROM: Catherine S. Mizell   
Vice President, General Counsel and Secretary

DATE: April 4, 2001

SUBJECT: Conference Call Meeting of the Executive Committee  
The University of Tennessee Board of Trustees  
1:30 p.m. CDT, Monday, April 9, 2001  
206 Boling University Center  
The University of Tennessee at Martin

Upon the call of Chairman Jim Haslam, the Executive Committee of the Board of Trustees will meet by conference phone call at 1:30 p.m. CDT, Monday, April 9, 2001. The call will originate from 206 Boling University Center, UT Martin.

The purpose of the meeting is to act on President Gilley's recommendation for the position of Chancellor of UT Martin.

CSM:ll

Attachments

cc: Other Members of the Board of Trustees  
Members of the President's Staff

ORDER OF BUSINESS  
EXECUTIVE COMMITTEE CONFERENCE CALL  
BOARD OF TRUSTEES  
THE UNIVERSITY OF TENNESSEE

1:30 p.m. CDT  
Monday, April 9, 2001

Room 206, Boling University Center  
UT Martin

- A. Roll call.
- B. Approval of President's Recommendation for Chancellor, The University of Tennessee at Martin.
- C. Other business.



Office of the President  
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## MEMORANDUM

**TO:** Members of the Board of Trustees

**FROM:** J. Wade Gilley *Wade*

**DATE:** April 4, 2001

**SUBJECT:** Election of Chancellor - The University of Tennessee at Martin

Shortly after Phil Conn was reassigned to UT to serve as staff vice president, I asked Jerry Jackson, chair of the UTM Liaison Committee, to chair an advisory committee to conduct a search for Chancellor at The University of Tennessee at Martin in accordance with the Board-approved plan for filling Senior Administrative Officer positions.

A position announcement was distributed to more than 700 institutions of higher learning, and an advertisement was posted in *Black Issues in Higher Education*, and the *Chronicle of Higher Education*.

A total of 45 individuals applied for the position. After thorough review of all applicants, the committee selected three candidates for campus visits. One of the candidates withdrew from consideration prior to the campus interview stage, and the other withdrew after the interview process (including assessment of the candidates' strengths and weaknesses). Those who participated in the on-site interviews were Dr. Richard Davenport, Provost and Academic Vice President at Central Michigan University and Dr. Nick Dunagan, Interim Chancellor at the University of Tennessee at Martin. Each candidate spent a day and a half on campus and met with the university community, the search committee and then met with me. Every group had an opportunity to submit a written evaluation of each candidate.

After campus visits, the search committee met to assess the strengths and weaknesses of the two candidates. On March 1, 2001, they submitted to me a report on both candidates who had gone through the campus interviews.

After careful consideration, I concluded that Nick Dunagan was qualified for the position of Chancellor. I am confident that he will bring experience, dedication and energy to this most important post within the university system. His long dedication to the

**MEMORANDUM**

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April 4, 2001

well-being of this university is well recognized and the future of UTM under his leadership is very bright. I am attaching Dr. Dunagan's curriculum vitae for your review.

Therefore, I recommend election of Nick Dunagan as Chancellor of the University of Tennessee at Martin, effective April 9, 2001, with an annual base salary of \$153,500. He will receive other benefits consistent with his position as Chancellor and an Officer of the University.

The initial term of his appointment as Chancellor will be three years, beginning on April 9, 2001, and ending June 30, 2004. Thereafter, his appointment will be on a year-to-year basis.

Jim Haslam has called a meeting by conference call of the Executive Committee for 1:30 p.m. (central time) on Monday, April 9 to act on this recommendation. Any other member of the Board is more than welcome to join us in the call. Simply contact Linda Logan at 865/974-3245.

**Recommended Action:** Election of Nick Dunagan as Chancellor, The University of Tennessee at Martin, effective April 9, 2001, with the compensation and terms described above.

JWG/jp

Attachments

c: Catherine Mizell  
Eli Fly  
Katie High  
Sylvia Davis

Post Interview Summary:  
Strengths and Weaknesses of Candidates  
For the Position of Chancellor at  
The University of Tennessee at Martin

**Candidate:**

**Nick Dunagan**

Strengths:

- Requires no learning curve,
- Possesses good sense of the climate, culture, and constituencies of the campus and area,
- Has historical perspective of the University,
- Is the right man for this time at UT Martin,
- Is personable,
- Is loyal to the campus and community,
- Is trusted by the campus and community,
- Instills confidence (Nick Dunagan brought stability to this campus during a time of crisis.),
- Has a proven record of having placed UT Martin as a priority,
- Has a proven record in the position of UT Martin Chancellor,
- Possesses tremendous credibility and believability,
- Has broad support by faculty and staff,
- Is egalitarian,
- Bridges the town and gown communities, and
- Understands the mission of UT Martin and cares about UT Martin's future.

Weaknesses:

- Lacks experience at other institutions,
- Lacks extensive academic experience, and
- Has longevity and is familiar with campus (could be viewed by some as weakness, but is more likely a strength)

Post Interview Summary:  
Strengths and Weaknesses of Candidates  
For the Position of Chancellor at  
The University of Tennessee at Martin

**Candidate:**

**Richard Davenport**

Strengths:

- Is committed to faculty and students,
- Is articulate, cultured, personable, and easy to meet,
- Has strong academic background,
- Understands the needs of today's students, and
- Is committed to faculty governance (although presently in union environment).

Weaknesses:

- Lack of understanding of the relationship to UT System,
- Learning curve for understanding the rural, southern culture
- Inconsistency of vision of UT Martin's mission with that of UT Martin's constituents,
- Limited research of community and area,
- Primary expertise not reflective of size and depth of programs at UT Martin, (Would downsizing be a problem?),
- Perceived inability to relate to community, and
- Learning curve with Tennessee legislators



**Dr. Nick Dunagan**  
Interim Chancellor  
325 Administration Building  
The University of Tennessee at Martin  
Martin, Tennessee 38238-5021  
Business Phone (901) 587-7500 Home Phone (901) 587-4873  
FAX (901) 587-7019 E-mail [ndunagan@utm.edu](mailto:ndunagan@utm.edu)

**EDUCATION:** Ed. D., Vanderbilt University  
Higher Education Administration, 1990  
Dissertation: "A Naturalistic View of Student Retention Planning"

J.D., The University of Missouri Law School  
Law, 1971

B.S., The University of Tennessee at Martin  
History, 1968

**EMPLOYMENT:**

**The University of Tennessee at Martin, 1973-Present**

Interim Chancellor, October 2000-Present  
Executive Vice Chancellor and Vice Chancellor for Student Affairs, June 2000-  
September 2000  
Executive Vice Chancellor and Vice Chancellor for Development  
and Administration, July 1998-May 2000  
Interim Chancellor, January 1998-June 1998  
Executive Vice Chancellor and Vice Chancellor for Development  
and Administration, July 1986-January 1998  
Interim Chancellor, September 1985-June 1986  
Vice Chancellor for Development, 1982-1985  
Executive Assistant to the Chancellor, 1980-1982  
Assistant to the Chancellor, 1979-1980  
Executive Director of University Relations and Development, 1977-1979  
Director of Development, 1973-1977

The variety of positions held during my 27 years with the University provided an opportunity to meet and work with department chairs, faculty, deans, alumni, vice chancellors, chancellors, students, donors, and clerical and supporting staff. The breadth of those experiences during my service with The University of Tennessee at Martin is represented by the following examples.

- Increased total dollars raised by UT Martin. In 1973 the Development office was raising approximately \$130,000 a year in private gifts. When I left the Development Office in May 2000, gifts had risen to \$2.3 to \$3 million per year. During that time period UT Martin was involved in two system-wide capital campaigns and one local capital campaign. In all three campaigns, goals were set by professional consultants who stated that UT Martin would have difficulty attaining its objectives. For every campaign the goals were not only reached; they were exceeded. During those 27 years in the development and alumni area, I had the opportunity to work with an extensive network of donors and alumni leadership of UT Martin and the University of Tennessee National Alumni Association.
- Oversaw a steady increase in enrollment during the ten years the admissions office was under my supervision. The fall enrollment at UT Martin in 1989 was 5,093. The current enrollment of 5,867 represents an increase of 15 percent. More important than these numbers is the insight I received regarding the role of the admissions team. Recruiting is successful because the entire campus is involved. One of the benefits of this job was the opportunity to meet and work with Tennessee high school guidance counselors.
- Led the team that developed the current Summer Orientation And Registration (SOAR) program. This was accomplished in three months. The actual SOAR presentations provided an opportunity to meet with many parents of prospective students.
- Directed the team that recommended and later implemented the Banner Student Information System. This enabled UT Martin to be the first UT campus to complete the Banner installation. This system streamlines the awarding of financial aid which greatly benefits students, provides on-line registration for the first time at UT Martin, and facilitates the automation of the Registrar's office.
- Initiated a regular visitation plan with area legislators at their home offices and in Nashville. I personally know and am comfortable interacting with the majority of legislators from rural West Tennessee.
- Served on the Chancellor's staff for the last twenty years and thus acquired a good working knowledge of specific issues that the campus is facing.
- Assumed the position of Executive Director of WestStar, a West Tennessee regional leadership program, in January 1999. WestStar has operated for eleven years and provides UT Martin with a valuable corps of over 288 program alumni, visibility throughout West Tennessee, and prestige among the governmental and civic leadership in the region.

- Served as the reporting channel for athletics for 12 months. This gave me an insight into the world of athletics, what it costs to operate a program, and what it means to the total university experience.
- Recruited and oriented new members of the UT Martin Development Committee for 27 years and worked to keep these individuals informed and involved in University activities.
- Played a major role in the development of the current scholarship program for University Scholars, Honors Seminar and Leaders-In-Residence programs.
- Implemented a 1985 Student Retention study that identified campus retention problems. Two years after the study, the campus one year retention rate of first time freshmen had improved from 61 percent to 66 percent.
- Participated in and in some cases hosted numerous dinners and luncheons with representatives visiting UT Martin from international universities.
- Represented the Chancellor's office from 1980 to 1998 as the primary contact for resolving issues ranging from student complaints to community liaison opportunities. As the executive vice-chancellor I often met with other vice chancellors to insure that University policy was followed and goals were achieved.
- Developed a good working relationship with UT System personnel and used this relationship to advocate positions favorable to UT Martin. I am familiar with UT System personnel and how the specific campuses relate to the Tennessee Higher Education Commission and the UT Board of Trustees.
- Initiated the "University Central" concept for the information desk at the Boling University, met weekly in the cafeteria for lunch with the SGA President, student trustee and other student leaders to discuss student issues, introduced Mascot.com to improve student communication, and provided leadership during Freshmen Studies and other beginning of school activities for students. This three month period as Vice Chancellor for Student Affairs was particularly valuable in the interaction it provided with such groups as SGA, SAC, and other student organizations.
- Served on numerous UTM standing committees including: Recruiting, Financial Aid, Committee on Committees, University Council, Athletics, Publications, and Faculty Senate Executive Committee (ex officio while Interim Chancellor).

### **General Law Practice, Martin, Tennessee, 1972-73**

Returning to Martin after law school was a natural choice because of the strong, positive feelings that Cathy and I had for the community. The law practice with Harold Brundige included a wide variety of cases. When the University advertised for a Director of Development with estate planning experience, I applied and was selected for the position.

### **Armor Officer Basic Course, Ft. Knox, Kentucky, June 1972-September 1972**

Having completed two years of ROTC at UT Martin, I was eligible to complete my advanced military science courses while enrolled in law school. While commissioned as a second lieutenant in 1970, my first military obligation was delayed a year to complete law school and a year to clerk for the Missouri Supreme Court.

### **Law Clerk, Missouri Supreme Court, Jefferson City, Missouri, 1971-1972**

The clerkship for the Chief Justice of the Missouri Supreme Court was a wonderful opportunity to enhance my analytical and writing skills. I summarized all of the cases assigned to the Chief Justice, researched specific points of law, and wrote drafts of opinions for the Court.

**COMMUNITY ACTIVITIES:** Coordinator, Weakley County Education Edge Partnership  
Member, Martin Economic Development Council  
Member, Tennessee Soybean Festival Committee  
Executive Committee, West Tennessee Public Broadcasting Corporation, 1984-1997  
Member, Martin Rotary Club, 1972-1984  
Trustee, First United Methodist Church, 1985-1988  
Graduate, Martin Citizen's Police Academy  
Coach, Martin Little League and recreational basketball  
Den Leader, Martin Cub Scouts

**BUSINESS AND PROFESSIONAL ASSOCIATIONS:** Past President, Phi Kappa Phi National Honorary Society, UTM chapter  
Executive Director, WestStar Leadership Program  
Director, First State Bank, Caruthersville, Missouri  
Director, Bank of Hayti, Hayti, Missouri  
Director, Farmer's Bank of Portageville, Portageville, Missouri  
Director, Community First Bankshares, Inc., Union City, Tennessee  
Member, Tennessee Bar Association  
Former member, Missouri Bar  
Institutional Representative, Council for the Advancement and Support of Education  
Graduate, The University of Tennessee Leadership Program, 1999

**MILITARY:** Retired at rank of Colonel in July 2000, after 23 years of service in the Tennessee Army National Guard. Key positions included Company Commander, Battalion Commander, and Chief of Staff of the 194<sup>th</sup> Engineer Brigade. Received numerous military awards, including the Legion of Merit, National Defense Service Medal (4), and Army Commendation Medal (5). Overseas deployments to United Kingdom (2), Germany (2), and Dominica

**FAMILY:** Married to Cathy Porter Dunagan for 33 years. Our children are as follows: Stan, age 30, a Ph.D. geologist and faculty member at Austin Peay State University; Tracy VanderMeeden, age 28, a coordinator in the special events office of the development office at Vanderbilt University; Casey, age 23, a senior engineering student at Mississippi State University; and Cody, age 21, a junior marketing major at UT Martin.

**INTERNATIONAL TRAVEL:** Japan, Russia, Italy, Switzerland, Germany, The Netherlands, Bulgaria, United Kingdom, Dominica, France, Czech Republic, Mexico, Canada, Austria, Greece, and Yugoslavia

**RELIGION:** First United Methodist Church, Martin, Tennessee

**TEACHING:** In the early 90's I taught Criminal Evidence and Criminal Procedure courses for the Criminal Justice program. Teaching was both enjoyable and also important in that I experienced the enormous time and effort it takes to teach just one course per semester. It was a great experience and one that I miss.

**RESEARCH AND PUBLICATIONS:**

2000	WestStar program presentations in Martin, Brownsville, Paris, Selmer, Jackson, Dyersburg and Nashville.
1999-2000	Chaired faculty and parent panels for SOAR program. "Survival Skills for Parents."
1995	"Integrating New Technology in Voice Registration". Presented at the Brigham Young University annual conference on New Technology Strategies. Provo, UT.
1990	Dunagan, David N. <u>A Naturalistic View of Student Retention Planning</u> . (Doctoral Dissertation, Vanderbilt University, 1990).
1987	"Planning for Student Retention". Presented at the Annual Noel/Levitz Conference on Student Retention. Chicago.
1983 -2000	Numerous presentations to civic clubs, county alumni chapter meetings, county leadership programs, and development committee and council meetings.

## REFERENCES:

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**FOR IMMEDIATE USE**

April 4, 2001

## UT Board Meets to Consider UT-Martin Chancellor

MARTIN, Tenn. -- The executive committee of the University of Tennessee Board of Trustees will hold a telephone conference here April 9 to consider the appointment of Dr. Nick Dunagan as chancellor at UT Martin.

UT President J. Wade Gilley said the teleconference is set to originate at 1:30 p.m., CDT, from 206 Boling University Center on the Martin campus.

The meeting will be followed by a news conference in Watkins Auditorium, also located in the university center.

Dunagan, UT Martin executive vice chancellor and vice chancellor for student affairs, has served as acting chancellor three times.

He has held that post since September, after Dr. Philip W. Conn was named UT vice president for special programs, working out of Knoxville. Conn had served as chancellor at Martin since July 1998.

A search advisory committee appointed by Gilley recommended Dunagan. He joined the UTM staff in 1973, earned the bachelor of science at UTM, a law degree from the University of Missouri and the doctorate in education from Vanderbilt University.

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**Contact:** Mike Bradley (865-974-5034)

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**BOARD OF TRUSTEES EXECUTIVE COMMITTEE MEETING  
AND PRESS CONFERENCE**

**UT MARTIN  
APRIL 9, 2001**

**ORDER OF EVENTS**

- 1:25 p.m.**            **Search Committee is Seated in front row of  
Watkins Auditorium (Phil Dane)**
- 1:30 p.m.**            **Executive Committee is seated on stage of  
Watkins Auditorium (Katie High)**
- 1:30 p.m.**            **Conference Call with Executive Committee commences  
(Call is being broadcast live on the Martin local radio station)**
- **Catherine Mizell calls the roll**
  - **Jim Haslam calls the meeting to order**
  - **President Gilley makes his recommendation**
  - **Jerry Jackson moves to name Nick Dunagan as  
Chancellor**
  - **Motion is seconded, discussion, vote is taken**
- Other business (probably not)**
- Call Concludes**
- 1:35 p.m.**            **Press Conference Begins**
- **Bud Grimes announces the press conference**
  - **introduces members of the stage party,**
  - **turns the program over to Dr. Gilley for comments**
- 1:40 p.m.**            **President Gilley**
- **Makes his comments**
  - **Turns the program over to Jerry Jackson, chair of the  
search committee**
- 1:45 p.m.**            **Jerry Jackson**
- **Introduces members of the Search/Liaison Committee**
  - **Makes his comments**
  - **Introduces Nick and Cathy Dunagan**



**1:50 p.m.**

**Nick Dunagan**

- **Makes comments**

**2:00 p.m.**

**Bud Grimes**

- **Fields questions from the press**
- **Invites all to reception outside the auditorium**

# The University of Tennessee at Martin Chancellor Advisory Search Committee

## UT Martin Liaison Board

### ATTENDING

Mr. Jerry Jackson (Chair)  
UT Board of Trustee Member

Ms. Barbara Castleman  
UT Board of Trustee Member

Ms. Kathleen Elam  
UT Martin Community Representative

Dr. Maurice Field  
UT Board of Trustee Faculty Representative (UT Martin)

Mr. Robert Hamilton  
UT Board of Trustee Student Representative (UT Martin)

### NOT ATTENDING

Dr. Ron Kirkland  
UT Martin Community Representative

Mr. Stanley A. Bell  
UT Martin Community Representative

## Student Representative

??

Ms. Jennifer Martin  
SGA President

## College/Faculty Representatives

### ATTENDING

Dr. Richard Chesteen  
President of UT Martin Faculty Senate  
Professor of Management, Marketing, & Political Science

Ms. Jenna Wright  
College of Humanities and Fine Arts Representative  
Instructor of English, Co-Coordinator of Writing Center  
Chair of Faculty Senate Budget and Economic Concerns Committee

Chancellor Advisory Search Committee (Continued)

Dr. Kay Durden  
College of Business and Public Affairs Representative  
Professor of Computer Science & Information Systems

Dr. Bill Austin  
College of Engineering and Natural Sciences Representative  
Professor of Mathematics

Dr. Kathy Evans  
College of Education and Behavioral Sciences Representative  
Assistant Professor of Educational Studies

Dr. Jerry Gresham  
College of Agriculture and Applied Sciences Representative  
Professor of Animal Sciences

Employee Relations Council Representative

NOT ATTENDING

Ms. Julie Barron  
Student Fees Supervisor

Alumni and Community Representative

NOT ATTENDING

Mr. David Murphy  
Businessman

Staff Positions

ATTENDING

Mr. Phil Danc  
Director of Intercollegiate Athletics

Ms. Edie Gibson  
Special Assistant to the Chancellor