

DONDE ASHMOS PLOWMAN

UNIVERSITY LEADERSHIP EXPERIENCE

Chancellor, University of Tennessee, Knoxville

July 2019 - Present

Chief executive of the University of Tennessee flagship land-grant campus, which includes the reporting units of the University of Tennessee Institute for Agriculture and the University of Tennessee Space Institute. Oversee a campus budget of \$1.2 billion, campus enrollments of 31,701 students, a faculty of 1,625 and 5,732 staff. The campus is made up of 910 acres with 294 buildings and over 900 degree programs.

**Executive Vice Chancellor & Chief Academic Officer
University of Nebraska-Lincoln**

January 2017 – July 2019

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

Campus Planning & Administration

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

Building Community

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

Student Life

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

Research & Innovations

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

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

July 2010–January 2017

Fundraising

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

Enrollments

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

New Programs

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

Student Services

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

Faculty

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

Visibility

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

Outreach

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

Rankings/Prestige

- Raised undergraduate business ranking from #72 to #45 (out of 450+ schools) in *U.S. News & World Report*.
- Online MBA ranked 15th in the world, 6th in US by *Financial Times* 2016 ranking.

Department Head, University of Tennessee, Knoxville
Department of Management, Haslam College of Business

2008-2010

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

2000-2003

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

Ralph & Janet Heath Professor in Management University of Tennessee, Knoxville	2007-2010
Professor of Management, Department of Management, University of Texas at San Antonio	2000 - 2007
Associate Professor of Management, Division of Management & Marketing, University of Texas at San Antonio	1994 - 2000
Visiting Associate Professor of Management, Department of Management, University of Texas at Austin	1995 - 1996
Visiting Associate Professor of Management Helsinki School of Economics and Business	Summer, 1995
Assistant Professor of Management, Division of Management & Marketing, University of Texas at San Antonio	1988 - 1994

EDUCATION

Ph.D.	Strategic Management, University of Texas at Austin, 1988
M.Ed.	Higher Education Administration, University of North Texas, 1976
B.A.	English, Southern Methodist University, 1974

TEACHING EXPERIENCE - Graduate, undergraduate, doctoral, and executive education courses in Organization Theory, Strategic Management, Organizational Decision Making and Organizational Behavior.

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

REFEREED PUBLICATIONS:

Beck, T.E. & Plowman, D.A. (2014). "Temporary, Emergent Interorganizational Collaboration in Unexpected Circumstances: A Study of the Columbia Space Shuttle Response Effort," *Organization Science*, 25 (4): 1234-1252.

Anderson, R. A., Plowman, D., Corazzini, K., Hsieh, P-C., Su, H-F., Landerman, L. R., McDaniel, R. R. (2013). "Participation in Decision Making as a Property of Complex Adaptive Systems: Developing and Testing a Measure." *Nursing Research and Practice*. Article ID 706842, 16 pages
Open access: <http://www.hindawi.com/journals/nrp/aip/706842/>.

Madden, L., Duchon, D., Madden, T. & Plowman, D.A. (2012). "Emergent Organizational Capacity for Compassion." *Academy of Management Review*, 37 (3): 689-708.

Plowman, D.A. & Smith, A.D. (2011). "Authors Response to the Commentaries: Too Hot to Handle, Still" *Qualitative Research in Organizations & Management*, 6 (1): 101-105.

Plowman, D. A. & Smith, A.D. (2011). "The Gendering of Organizational Research Methods: Evidence of Gender Patterns in Qualitative Research," *Qualitative Research in Organizations & Management*, 6 (1): 64-82.

Ray, J., Baker, L. & Plowman, D.A. (2011). "Organizational Mindfulness in Business Schools: An Empirical Validation and Multi-Level Consideration." *Academy of Management Learning & Education Journal*, 10 (2):188-203.

Ford-Eickhoff, K., Plowman, D.A. & McDaniel, R.R. (2011). "Hospital Boards and Hospital Strategic Focus: The Impact of Board Involvement in Strategic Decision Making," *Health Care Management Review*, 36 (2): 145-154.

Smith, A.D., Plowman, D.A., & Duchon, D. (2010). "Everyday Sensegiving: A Closer Look at Successful Plant Managers," *Journal of Applied Behavioral Science*, 46 (2): 220-244.

Colon-Emeric, C.S., Plowman, D.A., Bailey, D., Carazzini, K., Ammarell, N., Toles, M., & Anderson, R. (2010). "Regulation and Mindful Resident Care in Nursing Homes," *Qualitative Health Research*, 20 (9): 1039-1062.

Beck, T.E. & Plowman, D.A. (2009). "Experiencing Rare and Unusual Events Richly: The Role of Middle Managers in Animating and Guiding Organizational Interpretation," *Organization Science*, 20 (5): 909-924.

Smith, A., Plowman, D.A. & Duchon, D. (2009). "A Qualitative Study of High-Reputation Plant Managers: Political Skills and Successful Outcomes," *Journal of Operations Management*, 27:428-443.

Lichtenstein, B.B. & Plowman, D.A. (2009). "The Leadership of Emergence: A Complex Systems Leadership Theory of Emergence at Successive Organizational Levels," *Leadership Quarterly*, 20: 617-630.

Solansky, S., Duchon, D., Plowman, D., & Martinez, P. (2008). "On The Same Page: The Value of Paid and Volunteer Leaders Sharing Mental Models in Nonprofit Organizations," *Nonprofit Management and Leadership*, 19 (2): 203-219.

Andrade, L., Plowman, D. A. & Duchon, D. (2008). "Getting Past Conflict Reduction: A Complexity View of Conflict," *Emergence: Organizations and Complexity*, 10 (1): 23-38.

Plowman, D.A, Baker, L, Beck, T., Solansky, S., Kulkarni, M. & Travis, D.V. (2007). "Radical Change, Accidentally: The Emergence and Amplification of Small Change," *Academy of Management Journal*, 50(3): 515-543.

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

Plowman, D.A., Solansky, S.T., Beck, T.E., Baker, L.T., Kulkarnin, M., Travis, D, (2007). "The Role of Leadership in Emergent Self-Organization," *Leadership Quarterly*, 18: 341-356.

Duchon, D. & Ashmos, D.A. (2005) "Nurturing the Spirit at Work: Impact on Work Unit Performance," *Leadership Quarterly*, Vol. 16 No. 5, 807-833.

Ashmos, D.P., Duchon, D., McDaniel, R.R. & Huonker, J. (2002). "What a Mess! Participation as a Simple Managerial Rule to 'Complexify' Organizations," *Journal of Management Studies*, Vol. 39, No. 2: 189-206.

Ashmos, D.P. & Nathan, M. (2002). "Team Sensemaking: A Mental Model for Navigating Uncharted Territories," *Journal of Managerial Issues*, Vol. 14 (2): 198-217.

Ashmos, D.P., Duchon, D., & McDaniel, R.R., (2000). "Organizational Responses to Complexity: The Effect on Organizational Performance," *Journal of Change Management*, 13 (6): 577-594.

Ashmos, D.P. & Duchon, D, (2000). "Spirituality at Work: A Conceptualization and Measure," *Journal of Management Inquiry*, 9 (2): 134-145.

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

Ashmos, D.P., Duchon, D., & McDaniel, R.R., (2000). "Doctors and Decisions: A Simple Rule for Increasing Connections in Hospitals," *Health Care Management Review*, 25 (1): 109-115.

Duchon, D. & Ashmos, D.P. (1999). "The Central Role of Sensemaking for Managing Small Business as a Complex Adaptive System," *Journal of Business & Entrepreneurship*, 11 (Special Issue): 61-76.

Ashmos, D.P., Huonker, J. W., & McDaniel, R.R., (1998). "Participation as a Complicating Mechanism: The Effect of Clinical Professional and Middle Manager Participation on Hospital Performance," *Health Care Management Review*, 23 (4): 7-21

Ashmos, D. P., Duchon, D., & McDaniel, R.R. (1998). "Participation in Strategic Decision Making: The Role of Organizational Predisposition and Issue Interpretation," *Decision Sciences*, 29 (1): 25-51.

Duchon, D., Ashmos, D.P., & Nathan, M. (1997). "Mavericks, Romantics, Protectors, and Sages: Toward a Typology of Cognitive Structure for Decision Making in Organizations," *Journal of Business Strategies*, 14 (2): 106-125.

Ashmos, D. P., Duchon, D. and Bodensteiner, W. (1997). "Linking Issue Labels and Managerial Actions: A Study of Participation in Crisis vs. Opportunity Issues," *Journal of Applied Business Research*, 13 (4): 31-45.

Beyer, J.M., Ashmos, D.P., and Osborn, R.N. (1997). "Contrasts in Enacting TQM: Mechanistic vs. Organic Ideology and Implementation," *Journal of Quality Management*, 2 (1): 3-39.

Ashmos, D. P. and McDaniel, R. R. (1996). "Understanding the Participation of Critical Task Specialists in Strategic Decision Making," *Decision Sciences*, 27 (1): 103-121.

McDaniel, R.R., Jr. and Ashmos, D. P. (1996). "Internal Stakeholder Group Participation in Hospital Strategic Decision Making: Making Structure Fit the Moment," *Journal of Health and Human Resources Administration*, 18 (1): 304-327.

Ashmos, D.P., Duchon, D., Hauge, F.E., and McDaniel, R.R. (1996). "Internal Complexity and Environmental Sensitivity in Hospitals," *Hospital and Health Services Administration*, 41 (4): 535-555.

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

Dunegan, K. J., Duchon, D. and Ashmos, D. P. (1995). "Image Compatibility and the Use of Problem Space Information in Resource Allocation Decisions: Testing a Moderating Effects Model," *Organizational Behavior and Human Decision Processes*, 64 (1):31-37.

This article is reprinted in Image Theory (1998). L. R. Beach (Ed.) Mahwah, New Jersey: Lawrence Erlbaum Associates, Publishers, 113-124.

Ashmos, D.P., Duval, M., and McDaniel, R.R. (1995). "Configuring and Reconfiguring Executive Participation in Strategic Decision Making," *National Journal of Sociology*, 9 (2): 63-99.

Duchon, D. and Ashmos, D. P. (1991). "Avoiding Decision Making Disaster by Considering Psychological Bias," *Review of Business*, 13 (1/2) Summer/Fall: 13-18.

Ashmos, D. P. and McDaniel, R. R. (1991). "Physician Participation in Strategic Decision Making: The Effect of Hospital Strategy and Decision Content," *Health Services Research*, 26 (3): 375-401.

McDaniel, R..R. and Ashmos, D. P. (1991). "Rooting Out Organizational Conflict," *Health Progress*, May: 66-68.

Ashmos, D. P., McDaniel, R. R. and Duchon, D. (1990). "Differences in Perception of Strategic Decision Making Processes: The Case of Physicians and Administrators," *Journal of Applied Behavioral Science*, 26 (2): 201-218.

Ashmos, D. P. (1990). "Who's Making the Big Decisions?" *Health Progress*, April: 28-30.

Ashmos, D. P. and Huber, G. P. (1987). "The Systems Paradigm in the Development of Organization Theory: Correcting the Record and Suggesting the Future," *Academy of Management Review*, 12 (4): 607-621.

McDaniel, R. R., Thomas, J. B., Ashmos, D. P. and Smith, J. (1987). "The Use of Decision Analysis for Organizational Design," *Journal of Applied Behavioral Science*, 23 (3): 337 350.

McDaniel, R. R. and Ashmos, D. P. (1986). "Strategic Directions Within Health Care Institutions: The Role of the Physician," *Journal of National Medical Association*, 78 (7): 633 641.

McDaniel, R. R. and Ashmos, D. P. (1985). "Marketing the Results of Analysis," *Interfaces*, 15 (4): 70 76.

Ashmos, D. P. and McDaniel, R. R. (1980). "The Role of Human Service Professionals in Executive Decision Making in Third Party Organizations," *Human Resource Management*, 19 (3): 16 23.

McDaniel, R. R. and Ashmos, D. P. (1980). "Participatory Management: An Executive Alternative for Human Service Organizations," *Human Resource Management*, 19 (1): 14 18.

(OTHER PUBLICATIONS AND RESEARCH DESCRIPTIONS AVAILABLE UPON REQUEST)

SELECTED EXECUTIVE EDUCATION ENGAGEMENTS

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

AWARDS, HONORS, SPECIAL RECOGNITION

Awards

- Harlan J. Noddle Distinguished Development Service Award, NU Foundation, 2016
- Lincoln Woman of the Year Inspire Award, *Lincoln Journal Star*, 2015
- Best Paper Award, *Academy of Management Journal*, 2007
- MBA Association Teaching Award for "Best Electives" Professor, Spring, 2006
- Finalist for Best Student Paper Award (co-authored), Management & Cognition Division, *Academy of Management* annual meeting, 2004
- Irwin/McGraw-Hill Distinguished Paper Award for the Southwest Academy of Management Meeting, New Orleans, 1997
- Best Paper Award for the Health Care Division of the Academy of Management, Cincinnati Meeting, 1996
- President's Distinguished Achievement Award for Research Achievement, UTSA, 1995

- College of Business Advisory Council Award for Teaching, Research and Service, UTSA, 1995
- College of Business Advisory Council Research Award, UTSA, 1992

Honors

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

COMMUNITY ACTIVITIES

- UT Foundation Board of Directors, 2017-2022
- University Health Systems Inc., Board of Directors, 2017-Present
- UT Battelle Board of Governors 2017-Present
- Lincoln Chamber of Commerce Board
- Lincoln Chamber Economic Development Corporation Board
- Lincoln Partnership for Economic Development Board
- Independent Director, Federal Home Loan Bank of Topeka 2017-2019
- Board of Trustees, Bryan Health Systems
- Board of Trustees, Lincoln Community Foundation
- Board of Advisors, Girls Inc., Lincoln
- Board of Advisors, RISE Lincoln
- Director, Ballantyne Strong Board of Directors 2011-2015
- Director, Cornerstone Bank 2012-2016
- Board of Trustees, Junior Achievement of Lincoln 2010 – 2016