

# Donde Ashmos Plowman

Chancellor  
Professor of Management  
Haslam College of Business

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## UNIVERSITY LEADERSHIP EXPERIENCE

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**Chancellor**  
**University of Tennessee, Knoxville**

**July 2019 – Present**

Chief executive of the University of Tennessee R-1 flagship land-grant campus, which includes the reporting units of the University of Tennessee Institute for Agriculture and the University of Tennessee Space Institute. Oversees a campus budget of more than \$2 billion, campus enrollments of over 38,000, a faculty of 2,400 and 7,800 staff. The campus is made up of 910 acres with 294 buildings and over 900 degree programs. Reporting to the chancellor is Tennessee Athletics with a budget of over \$200 million.

Since becoming chancellor enrollments have grown by 26%, retention has improved by 6 points to an all-time high of 91.1, 4-year graduation rates have increased by more than 6%, fundraising is at an all-time high, research expenditures have increased by 40% and many new innovation partnerships have launched such as those with AT&T, Eastman, Volkswagon, and others. *College Magazine* named UT among the top five universities in the country for its response to the pandemic. New leadership in the athletics department has led to a complete revitalization of UT Athletics, a recent rank of 3<sup>rd</sup> in the Learfield Directors Cup, and in the 23-24 academic year, every sport participated in post-season competition. Plowman is currently the Vice President of the Southeastern Conference Executive Committee and previously served a 3-year term on the NCAA's Presidential Forum.

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

**January 2017 – July 2019**

Led several different 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 included 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. Plowman appointed six new deans while also developing a new campus strategic vision, commemorating the 150<sup>th</sup> anniversary of the campus; developed plan for moving the budget allocation process to an RCM model; grew enrollments to historic levels; restructured student affairs division; launched Big Red Resilience program; increased research awards by 8% in two years.

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

**July 2010-January 2017**

Created a new COB Honors Academy for high achieving business students, raised \$150 million in six years for capital, programs, faculty, student support. Successfully led fundraising for \$84 million COB building – Hawks Hall – which was completely privately funded and opened in 2017. In six and a half years as dean, enrollments increased 26% from 3,317 in 2010 to 4,196 in 2016. Fueling the growth was a 57% increase in 1<sup>st</sup> time freshmen over the same time period. Created several new programs such as a minor in business, supply chain management, and entrepreneurship majors, Master’s in Business with concentration in Intercollegiate Athletics Administration, professional sales center and certificate program. Due to a transformational \$30 million gift from Gallup and the Clifton family the Clifton Strengths Institute started in Fall 2016. Plowman hired 70 new faculty in six years. The college’s ranking in *US News & World Report* improved from #72 to #45 (out of 450 schools) over six years.

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**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 new 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 Assoc. Professor of Management, Department of Management, 1995 - 1996  
University of Texas at Austin

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

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

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## 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.

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## 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*

- Tennessean of the Year, Tennessee Sports Hall of Fame, 2023
- Patricia M. Flynn Distinguished Woman Leader in Business Education Award, AACSB, 2023
- Knox.biz Health Care Hero for Extraordinary Public Service During Covid-19 Pandemic, 2021
- Gallup Builders Award, 2019
- Harlan J. Noddle Distinguished Development Service Award, NU Foundation, 2016
- Lincoln Woman of the Year Inspire Award (first recipient), *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**

### *Current*

- East Tennessee Foundation Board of Directors
- University Health Systems Inc., Board of Directors
- UT Battelle Board of Governors
- Knoxville United Way Board of Directors
- Knoxville Executive Women's Association
- International Women's Association, Knoxville Chapter

### *Former*

- UT Foundation Board of Directors
- 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
- 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
- Director, Cornerstone Bank
- Board of Trustees, Junior Achievement of Lincoln

## **PROFESSIONAL ACTIVITIES**

- Council on Competitiveness, Member
- American Council on Education Board of Directors, APLU Representative