Shadow J.Q. Robinson
Dean of the College of Engineering and Natural Sciences
University of Tennessee at Martin

LEADERSHIP ROLES: RESPONSIBILITIES & ACCOMPLISHMENTS

UNIVERSITY OF TENNESSEE at MARTIN

Dean of the College of Engineering and Natural Sciences *(2018-present)*
As the chief academic officer of the college, I supervise, support, and evaluate five department chairs, the director of the pre-health program, and the director of the Reelfoot Lake Environmental Station. Approximately 100 fulltime faculty and staff report through me, their programs constituting over $6,000,000 in annual operating expenses. Additionally, I oversee the Johnson Engineering and Physical Sciences Building in its capacity to support the College of Engineering and Natural Sciences (CENS).

I represent the college to internal and external audiences and am involved in two ongoing capital projects: the $65 million Latimer Engineering and Science Building (opening fall 2022) and the $18 million Tennessee Entrepreneurial Science and Technology (TEST) Hub, the latter's fundraising currently underway with a proposal seeking state support has been supported to the Tennessee Higher Education Commission for consideration by the state legislature.

Accomplishments as Dean

Academic, Student, and Faculty Affairs

- Drafted and oversaw adoption of the inaugural CENS bylaws, including the tenure and promotion requirements, board-mandated mid- and post-tenure reviews, and the college's mission statement.
- Established a 3+1 pharmacy program agreement with the University of Tennessee Health Sciences Center.
- Secured implementation of the new degree programs B.S. in Mechanical Engineering, B.S. in Cybersecurity, B.S. in Cell and Molecular Biology and orchestrated eight new academic concentrations within the college.
- Served on the University Council 2018-19 that heard student disciplinary cases, including Title IX cases.
- Chaired committee writing the "Educational Policies, Procedures, and Practices" section for UT Martin's SACSCOC Compliance Report due 2022.
- Increased collaborations between CENS and student affairs constituents (Campus Care Team, Hawk Alert, and Living Learning Communities).

UT Martin Strategic Plan: "Soaring to New Heights" (2018-present)

- Co-chair of the Academic Excellence Implementation Team, leading to the proposed Center for Teaching Excellence to support faculty development. This center is seeking support through the UT Martin capital campaign.
- Previously served on the Diversity & Inclusion Implementation Team that has directly led to the hiring of a UT Martin's first Chief Diversity & Inclusion officer reporting to the chancellor.

Strategic Enrollment Planning & Management (2019-present)

- Chair of Strategic Enrollment Management Council: The Council is charged with the implementation and assessment of the initiatives as determined by the strategic enrollment plan, suggests changes to existing initiatives, and continues the iterative planning and implementation process in light of changing environmental and institutional contexts.
- Member of Core Leadership Team: Consisting of chairs of the five working groups, this group oversees the transition from planning to strategic enrollment management and plan implementation. As a member, I wrote the final draft of the strategic enrollment plan and am leading the development of metrics to assess the plans.
- Served on the Steering Committee for Strategic Enrollment Planning to set the key performance indicators for UT Martin's strategic enrollment plan and strategic enrollment management initiative. This group selected and prioritized goals from approximately 40 proposed enrollment plans and strategies for investment and/or implementation by the university.
- Chair of the Undergraduate Programs Working Group - Shepherded representatives from each academic college, academic affairs, institutional research, student life, study abroad, and online programs through examining degree production and enrollments in the undergraduate programs at UT Martin and at peer and aspirant institutions before highlighting a dozen potential sources of growth for enrollment and credential production; led a sub-committee of 10 faculty that produced and submitted 10 undergraduate enrollment action plans to the Strategic Enrollment Planning steering committee for consideration.

Capital Projects

- **Latimer Engineering and Science Building** – Served as leadership team member to supervise all stages of the design (schematic design, design development, and construction documents) and the corresponding budget reconciliations based on an accepted bid approximately $2 million under the initial projected budget.
- **Idea Café Makerspace** - Drafted the mission and governance structure for this satellite endeavor housed in the Latimer Engineering and Science Building.
- **Johnson Engineering and Physical Sciences Building** - Navigated the faculty, physical plant, and contractor through a 12-month renovation and upgrade with minimal disruption to the academic program.
- **Tennessee Entrepreneurial Science & Technology (TEST) HUB** - Drafted mission statement, business plan, and governance structure for this UT Martin-led partnership with TCAT McKenzie and Dyersburg State Community College

while working with El Dorado Inc. designer in Kansas City, MO to manage the programming phase and co-wrote the capital outlay request submitted for state funding.

Development, Stewardship, and Grantsmanship

- Secured a $550,000 gift from an anonymous donor to support the creation of an endowed faculty position in a new Construction Management Program (approval from the state to offer the program is expected mid 2022) with funding for initial scholarships to support students in the new program.
- Secured a $250,000 gift from a local corporation toward the $18 million TEST Hub, the first six-figure gift from the corporation to UT Martin.
- Authored three different proposals of $1,000,000 delivered to potential donors in Spring 2021 in support of UT Martin capital campaign.
- Utilize social media to promote the Captain's Challenge, the annual one-day fundraiser, leading to increases in both the number of donations and the amount donated to CENS.
- Maintain good rapport with the namesake benefactor for the Latimer Engineering and Science Building; resolved a donor's frustrations to stabilize the six-figure gift for the TEST Hub; committed to enhancing donor relations through personal and public engagements.
- PI: USDA Rural Business Development Grant in support of the TEST Hub 2019: $43,500, Proctor & Gamble 2019 ("the Martin Rover program"): $9,320, PI: 2019 Architecture & Engineering board grant 2020 $15,315
- Provided oversight and encouragement to facilitate a significant increase in the number of grants submitted by CENS departments to NSF, the University of Tennessee system, and other granting agencies with a recent $1.2 million NSF Noyce award being received by the University of Tennessee at Martin.

Faculty and Staff Personnel

- Chair, Vice-Chancellor for Development and Alumni Relations Search (facilitated by Aspen Leadership Group), 2019-2020.
- Assistant Vice-Chancellor for Alumni Relations and Annual Giving Search, 2019.
- Executive Director of Research, Outreach, and Economic Development Search 2021
- Oversee all CENS faculty hires, including to date: six full-time tenure-track faculty, two interim and three permanent 12-month department chairs, and several one-year positions through June 2021.

Other Service

- Serve on the Advisory Board of ENGAGE, a civic engagement initiative at UT Martin.

PROFESSIONAL DEVELOPMENT

Becoming a Provost Academy (BAPA) (2019-2020 AY)

A year-long program co-sponsored by AASCU (American Association of State Colleges and Universities) and AALI (American Academic Leadership Institute), BAPA prepares experienced academic leaders to become successful chief academic officers/provosts. As a member of a BAPA cohort, I worked with my on-campus mentor (Provost Phil Cavalier) and academic leaders from AALI and other AASCU institutions to build knowledge, skills, and experiences needed to succeed in a future Provost role while building a network of peers and colleagues with a shared commitment to the future success of AASCU institutions.

University of Tennessee Executive Leadership Institute (UT: ELI) (2019-2020 AY)
Each year, two individuals per UT system campus are selected by the campus chancellor for a year-long executive leadership development program dedicated to supporting emerging leadership within the University of Tennessee system. As a member of the ELI cohort, I have received coaching and mentoring as I seek to fulfill my individual development plan through experiential opportunities that broaden my experience and cultivate the skill set needed to prepare for future CAO/CEO positions.

CASE: Advanced Development for Deans and Academic Leaders (January 2019)
At this conference and workshop, I learned best practices in how to engage with advancement leaders at my institution and with significant donors. This included how to cultivate donor relationships and how to skillfully make "the ask."

Project Kaleidoscope Leadership Institute (July 2015)
Nominated by Provost and Dean of Millsaps College
As a fellow at the week-long American Association of Colleges and Universities (AAUP) Project Kaleidoscope Summer Leadership Institute (PKAL SLI) at Colorado College, I gained practical and tactical leadership skills that include effective communication and delegation as well as how to work within the institutional culture to achieve transformative change. I developed a deeper understanding of my leadership strengths and style and how to leverage those assets and qualities into successful team building toward meaningful STEM initiatives.

MILLSAPS COLLEGE (Jackson, MS)
Director of the Compass Curriculum (2016 - 2018)
Nominated by faculty colleague and appointed by the Provost & Dean of the College.
As director of the signature general education program, I oversaw all aspects of the curriculum, including the review of all courses in the program as well as the scheduling, staffing, and assessment of the common first year experience courses. In collaboration with Millsaps' director of writing & teaching, I planned the faculty development opportunities to support teaching in the first year experience courses in which the institution's four student learning outcomes are introduced.

Accomplishments

- Developed and implemented a scheduling model permitting incoming students to choose their own sections of first year seminar courses while ensuring courses could be offered near capacity. Data collection allowed for recursive improvements in course scheduling.

- Developed and implemented an assessment model to increase reliability of Compass Curriculum data at minimal cost to the institution.
- Revamped the course reapproval process to reduce faculty workload.

Director of the James Observatory (2016 - 2018)
In addition to being responsible for the operations of the historically renovated observatory for public events, Astronomy courses, I personally conducted tours for the campus community, friends of the College, and the greater Jackson community.

Accomplishments
- Hosted over 300 visitors annually.
- Hosted special guests for both fundraising and student recruitment events.

Faculty Council President (2013 - 2015)
Elected by vote of the full faculty
As Faculty Council president, I led 10 elected faculty representatives from three academic divisions in the work to guide faculty discussion of all issues related to the purpose and mission of the college and articulate faculty concerns and interests. The president of the Council provides a report to the full faculty at their monthly meetings; addresses the board of trustees when it meets during the academic year; facilitates the biennial evaluation of the leadership of the college; confers with the provost on faculty matters; and sits on the Academic Council, the provost's advisory committee on all matters related to the academic program.

Accomplishments
- Oversaw construction and adoption of a new weekly class schedule that included an additional class time slot, increasing the flexibility of the weekly schedule.
- Streamlined annual review process for faculty, decreasing the time required for tenured faculty to complete the process and providing more meaningful, formative feedback for junior tenure-track faculty and mid-career faculty considering promotion to full professor.
- Contributed substantively to positive faculty/board relations.

Physics Department Chair (2011 - 2018)
Along with the day-to-day operations of the department, my duties included evaluation of physics faculty; advising all department majors; chairing search committees for new faculty; setting the course schedule; developing the curriculum map of the college-wide student learning outcomes within the department and assessing those SLOs.

Accomplishments
- Drafted a department handbook, incorporating the curriculum map to the campus-wide SLOs and individual SLOs for each course in the department.
- Piloted the department through a successful academic program review. (2011)

OTHER PROFESSIONAL EXPERIENCE

Diversity - Faculty volunteer and leader for a series of "Diversity Circle" dialogues with

groups of 15-30 first year students in the fall semester of 2013. Originally related to the campus QEP, this work would lead to Millsaps' being selected as one of the AAC&U's 10 inaugural Truth, Racial Healing & Transformation Campus Centers.

Strategic Planning - Participated in the roundtable that produced the whitepaper guiding the 2012 strategic plan; later served on an implementation team resulting in the hire of Millsaps' first instructional technologist.

Personnel recruitment - Millsaps College: served on the search committees to hire the current provost, two creative writing faculty and two admissions councilors; chaired three physics faculty searches. USI: served on the committee to select the director of the general education program.

Grants - Nominated by Millsaps' provost to Associated Colleges of the South (ACS) Mellon Grant Selection Committee; worked to set policies for how proposals are solicited, reviewed and funded; read pre-proposals and provided feedback regarding their viability; evaluated and selected finalists from the full proposals; assisted in setting the amount to be funded from over $2 million allotted to the 16 liberal arts institutions that comprise ACS.

External Funding - Contributed to the successful $1.4 million grant to the Howard Hughes Medical Institute submitted by Millsaps College STEM faculty; partnered with STEM faculty at USI to develop a successful $1.2 million grant to the NSF.

Community Engagement & Outreach - Delivered over two dozen public lectures on general interest in physics & astronomy; served as a faculty leader for a residential summer STEM camp for middle school-aged children; judged science fairs at the local, regional, state, and national levels.

POSITIONS HELD

ADMINISTRATIVE

The University of Tennessee at Martin

- Dean of the College of Engineering and Natural Sciences (2018 - present)
- Interim Chair, Department of Engineering (2019 - 2020)

Millsaps College

- Associated Colleges of the South Grant Selection Committee (2017 - 2018)
- Director of the Compass Curriculum (2016 - 2018)
- Director of the James Observatory (2016 - 2018)
- Chair, Committee for Tenure and Promotion (2014 - 2015)
- President, Faculty Council (2013 - 2015)
- Chair, Department of Physics (2011 - 2018)
- Director of Pre-Engineering and Dual Degree Engineering (2009 - 2018)

ACADEMIC

- Professor of Physics, The University of Tennessee at Martin (2018 - present)
- Professor of Physics, Millsaps College (2016 - 2018)
- Associate Professor of Physics, Millsaps College (2011 - 2016)
- Assistant Professor of Physics, Millsaps College (2008 - 2011)
- Assistant Professor of Physics, University of Southern Indiana (2003 - 2008)
- Visiting Assistant Professor of Physics, Eastern Kentucky University (2003)
- Visiting Instructor, Lexington Community College (2002)

EDUCATION

Ph.D. (Theoretical Nuclear Physics), Rutgers University (2002)
B.S. (Physics), B.S. (Mathematics), Phi Beta Kappa, University of Kentucky (1997)

TEACHING

At USI, I was awarded the 2008 Award for Outstanding Teaching by New Faculty. At Millsaps, I received commendations for teaching in over half of years in which I taught at the college. In addition to teaching every course in Millsaps' physics department, I have taught a course in the mathematics department and have been a guest-lecturer for both the music and the English departments.

I am also as a driver of teaching innovation, being the first faculty member to adapt courses to a flipped classroom model at Millsaps College. I championed active learning approaches and led a workshop on the flipped classroom.

Two of my students received prestigious REU awards from the NSF for summer research, the only such awards in any department at Millsaps College in my ten years there.

Professional Societies: Member of American Physical Society (APS); APS Division of Nuclear Physics (DNP); Association of General and Liberal Studies (AGLS)

SCHOLARSHIP

I have been an active scholar for 20 years, with over 50 refereed journal articles in print in leading international journals for nuclear physics. What follows are my ten most recent peer reviewed publications. **The complete list of 53 refereed publications and 27 conference presentations is available upon request.**

53. "On the vibrational model of 92Pd and comparison with 48Cr" **Shadow J. Q. Robinson**, Castaly Fan, Matthew Harper and Larry Zamick International Journal of Modern Physics E, Vol. 30, No. 06, 2150047 (2021).

52. "Lawson method for obtaining wave functions and g factors of Ar isotopes" L. Zamick, S. Yeager, Y.Y. Sharon, **S.J.Q. Robinson** International Journal of Modern Physics E, **28**, No. 01n02, 1950002 (2019).

51. "Single Particle Energies and nuclear g factors" **Shadow Robinson** and Larry Zamick, International Journal of Modern Physics E **26**, 1750053 (2017).

50."Magnetic moment and lifetime measurements of Coulomb-excited states in^{106}Cd" N. Benczer-Koller, G. J. Kumbartzki, K. -H. Speidel, D. A. Torres, **S. J. Q. Robinson**, Y. Y. Sharon, J. M. Allmond, P. Fallon, I. Abramovic, L. A. Bernstein, J. E. Bevins, H. L. Crawford, Z. E. Guevara, G. Gürdal, A. M. Hurst, L. Kirsch, T. A. Laplace, A. Lo, E. F. Matthews, I. Mayers, L. W. Phair, F. Ramirez, and A. Wiens, Phys. Rev. C **94**, 034303 (2016).

49."Z=50 core stability in ^{110}Sn from magnetic-moment and lifetime measurements" G. J. Kumbartzki, N. Benczer-Koller, K.-H. Speidel, D. A. Torres, J. M. Allmond, P. Fallon, I. Abramovic, L. A. Bernstein, J. E. Bevins, H. L. Crawford, Z. E. Guevara, G. Gürdal, A. M. Hurst, L. Kirsch, T. A. Laplace, A. Lo, E. F. Matthews, I. Mayers, L. W. Phair, F. Ramirez, **S. J. Q. Robinson**, Y. Y. Sharon, and A. Wiens Phys. Rev. C 93, 044316 (2016).

*48."Consequences of omitting spin-orbit partner configurations for B(E2) values and quadrupole moments in nuclei" L. Zamick, Y. Y. Sharon, **S. J. Q. Robinson**, and M. Harper Phys. Rev. C 91, 064321 (2015).*

47."*B(E2,4→2)/B(E2,2→0)* ratio in even-even nuclei: Apparent anomalous behavior of the chromium isotopes**"**, Daniel Hertz-Kintish, Larry Zamick, and **Shadow J. Q. Robinson**, Phys. Rev. C **90**, 034307 (2014).

46."Magnetic g factors with a surface delta interaction" L. Zamick, B. Kleszyk, Y. Y. Sharon, and **S. J. Q. Robinson** Phys Rev C **90**, 027305 (2014).

45."Transition from collectivity to single-particle degrees of freedom from magnetic moment measurements on $^{82}_{38}Sr_{44}$ and $^{90}_{38}Sr_{52}$" G. J. Kumbartzki, N. Benczer-Koller, S. Burcher, A. Ratkiewicz, S. L. Rice, Y. Y. Sharon, L. Zamick, K.-H. Speidel, D. A. Torres, K. Sieja, M. McCleskey, A. Cudd, M. Henry, A. Saastamoinen, M. Slater, A. Spiridon, S. Yu. Torilov, V. I. Zherebchevsky, G. Gürdal, **S. J. Q. Robinson**, S. D. Pain, and J. T. Burke. Phys. Rev. C **89**, 064305 (2014).

44."Shell model calculations of B(E2) values, static quadrupole moments, and g factors for a number of N=Z nuclei" **S. J. Q. Robinson**, T. Hoang, L. Zamick, A. Escuderos, and Y. Y. Sharon Phys. Rev. C **89**, 014316 (2014).