

**PAUL MATTHEW PERCY, PH.D.**  
**CARSON-NEWMAN UNIVERSITY, JEFFERSON CITY, TENNESSEE 37760**

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**EDUCATION**

**University of Kentucky**, Lexington, Kentucky  
Ph.D. in Business Administration (Management and Leadership), May 1997

**State University of New York at Buffalo**  
Master of Business Administration, September 1988

**Houghton College**, Houghton, New York  
Bachelor of Science (Communication and Business Administration), August 1980

**ACADEMIC EXPERIENCE**

**CARSON-NEWMAN UNIVERSITY, JEFFERSON CITY, TENNESSEE**

**PROVOST** **2015-PRESENT**  
The Provost is the Chief Academic Officer of the University and responsible for the planning, supervision, and administration of the university's learning community. The Provost provides responsible leadership for the faculty in establishing and maintaining a quality program of instruction and scholarship consistent with the educational objectives of the institution. In addition, the Provost has leadership over Department and Program Chairs; Deans of Library, Global Education, Enrollment Management; Registrar; and Directors of University Relations, Bonner Center, and Institutional Effectiveness. Further, the Provost has the responsibility to initiate policies, prepare budgets, and create plans. As the Chief Academic Officer of the university, the Provost is an ex-officio member of all standing and academic committees, councils, and task teams. The Provost serves as a member of the President's Executive Council, chairs the Academic Council, and holds faculty rank in the appropriate academic discipline.

The Executive Council of the university is the senior administrative leadership team responsible for long-range planning, goal setting, operational management, and oversight of university activities. The Council is responsible for aligning the university's activities and resources with its strategic plan to accomplish the university's mission. As an adviser to the President, the Council provides collective wisdom through collaboration, cooperation, coordination, and communication to assist with informed decision-making.

**DEAN OF ACADEMIC AFFAIRS/INTERIM PROVOST** **2014-2015**  
The Dean of Academic Affairs is an essential part of the academic leadership team of the College and assists the Provost with the administration of the College's academic programs and the completion of the work of the Provost's office. The Dean of Academic Affairs assists in strategic planning and establishment of collaborative relationships with College constituencies for the achievement of goals.

**TED RUSSELL DISTINGUISHED PROFESSOR OF MANAGEMENT** **2013-present**  
Responsible for teaching undergraduate and graduate courses in Leadership, Organizational Behavior, Operations Management, Entrepreneurship, Strategic Management, and Business and Organizational Ethics; advising students; participating in faculty governance, and managing the organizational leadership and MBA programs.

**KING COLLEGE, BRISTOL, TENNESSEE**

**1988-1992; 1998-2013**

**Provost and Vice President for Academic Affairs**

**2003-2006; 2008-present**

The Provost and Vice President for Academic Affairs has broad responsibility for the educational programs of the College, for the six schools of the college, and for matters involving the faculty. Reporting to the Provost and VPAA directly or indirectly are the Associate Dean for Academic Affairs; Deans of the Schools of Arts & Science, Business, Nursing, and Education, Peeke School of Christian Mission, and Graduate and Professional Studies; Chaplain; Dean of the Library; The Buechner Institute; Honors Program; Associate Dean for Institutional Effectiveness; Associate Dean for Learning Effectiveness; Institutional Research; and Registrar. The Provost and VPAA is the senior officer of the college, except for the president, and works extensively with the President, CFO and VP for Administration, VP for Enrollment Management, VP for Students Affairs, and VP for Marketing and Development to accomplish the strategic goals of King College.

**Dean, School of Business and Economics**

**2001-2003; 2006-2008**

The Dean of the School of Business functions as the chief executive officer of the school providing leadership to meet the school's vision of becoming the premier School of Business and Economics in Northeast Tennessee and Southwest Virginia. The dean recruits, retains, and develops a competent faculty, builds and enhances the school's programs, and supports the implementation of the college's mission through setting the strategic course for the school.

- Developed the graduate and professional studies program at King College with current enrollment exceeding 1,100 students (with over 600 students enrolled in business programs)
- Wrote the SACS Commission on Colleges Substantive Change Application taking the college from a Baccalaureate Institution to a Master's Institution
- Developed the Substantive Change Prospectus for the first off-campus site for Kingsport, Tennessee that become the template for all other off-site substantive changes
- Developed the MBA program—including building consensus among the Board of Trustees, administrators, staff, and faculty—as well as obtaining SACS approval
- Developed the curriculum for the MBA and BBA graduate and professional studies programs that has led to substantial growth at the college
- Raised funding toward furnishing two adult friendly classrooms
- Recruited the first two cohorts of MBA students in Fall 2001 and Spring 2002

**Associate Dean of the Faculty**

**2000-2003**

Served as the Accreditation Liaison Officer and reported to the Dean of the Faculty/VPAA for special projects:

- Developed the Quest of Significance (liberal studies) program required of all RN-BSN and BBA students enrolled in the GPS
- Assisted the Dean of Nursing in developing the RN-BSN professional study program
- Revised and rewrote the 2001-2002 King College Catalogue
- Proposed and implemented the organizational structure for Academic Affairs to the Dean of the Faculty that would implement the President's vision of four schools—Arts & Science, Business, Education, and Nursing

**Professor of Business and Economics/Department Chair**

**1988-92; 1998-2003**

Responsible for teaching undergraduate and graduate courses in Management, Leadership, Organizational Behavior, Finance, Marketing, Strategic Management, Business Ethics, and Statistics and Research Methods (for both Math Department and School of Business); advising students, and participating in faculty governance.

**LIBERTY UNIVERSITY, LYNCHBURG, VIRGINIA**

**Associate Professor of Business and Management** **1995-1998**  
Responsible for teaching courses in Management, Marketing Research, Organizational Behavior, Human Resource Management, and Freshman Seminar for both the traditional and distance learning programs.

**TRANSYLVANIA UNIVERSITY, LEXINGTON, KENTUCKY**

**Adjunct Instructor of Organizational Behavior** **1995**

**UNIVERSITY OF KENTUCKY, LEXINGTON, KENTUCKY**

**Graduate Teaching Assistant** **1992-1995**  
Responsible for teaching courses in Management, Organizational Behavior, and Human Resource Management and assisting graduate faculty with research projects.

**KING COLLEGE, BRISTOL, TENNESSEE**

**Department Chairperson** **1990-1992**  
**Assistant Professor of Business Administration and Economics** **1988-1992**  
Responsible for teaching Accounting, Computer Information Systems, Business Communication, Management, Marketing, Finance, Freshman Seminar, and Personal Financial Planning; as well as oversight of business and economics faculty and program planning.

**PROFESSIONAL EXPERIENCE**

**Tennessee Air National Guard. Knoxville, Tennessee** **1988-2002**  
Military Equal Opportunity Officer (Retired: Major)

**M&T Bank, Buffalo, New York** **1983-1988**  
Retail Credit and Deposit Departments: New Product Development, Systems Management, Budget Manager/Controller, and Portfolio Administrator

**Marine Midland Bank, N.A. (HSBC), Buffalo, New York** **1980-1983**  
Student Loans Accounting Supervisor and Electronic Banking New Product Development Analyst

**ADDITIONAL PROFESSIONAL DEVELOPMENT AND INTERNATIONAL EXPERIENCE**

**Tennessee Society of Certified Public Accountants (TSCPA Knoxville)—What Real Leaders Do.** Presented two hours of continuing professional education (CPE) credits to the TSCPA Knoxville Chapter. Topics covered included multiple perspectives on management and leadership. 2015

**Ethics and Team-Building Training for** Douglas-Cherokee Education Center/Douglas-Cherokee Economic Authority, a not-for-profit organization, which runs after school programs in the areas surrounding Hamblen County. 2014.

**Leadership Jefferson County, Jefferson County, Tennessee.** The mission of Leadership Jefferson County is to develop leaders who will have a positive impact on the growth and development of Jefferson County. 2013-2014

**Director, MBA International Study Program**, Munich, DE; Salzburg, AU; and Paris, FR (2010) and Paris, FR, Normandy, FR, and London, GB. 2011.

**Advancing to the Presidency: A Workshop on Successful Presidential Search & Transition.** American Council on Education, Washington, D.C., October 2009

**Southern Association of Colleges and Schools—Commission on Colleges.** *Regularly attend SACS annual, regional, and training meetings since 2000, including Annual Meetings, the 2009 Small College Initiative (Atlanta, GA), and the 2008 Quality Enhancement Workshop (Orlando, FL).*

**Council of Independent Colleges—Chief Academic Officer Institute.** Session Chair: *Insights from the Chief Advancement Officer*, November 2009 and *Post-tenure Review and Alternative Review Models*, November 2010. (Regularly attend the CIC-CAO Institute since 2004)

**Lecturer—International Business and International Human Resource Management**  
King College Italy Studies Program, Montepulciano, Italy (2003)  
Appalachian College Association International Program at Shanghai University, China (2002)

**The Seven Habits of Highly Effective People**, FranklinCovey Certified Instructor, January 2005

**Defense Equal Opportunity Management Institute**, Patrick AFB, Florida “Distinguished Graduate” August 1992

**Academy of Military Science** (Officer Training), Knoxville, Tennessee  
“Class Speaker Award” August 1990

**Greater Europe Mission**, Eurocorp Team, Summer Mission Project in Belgium and Germany, 1978.

## **PUBLICATIONS AND PRESENTATIONS**

Percy, P.M. & Vande Brake, K. G. (2011). *Maintaining Your Momentum: Our Journey to Create an Assessment Culture*. Presented at the Southern Association of Colleges and Schools Commission on Colleges 2011 Annual Meeting, Orlando, Florida.

Percy, P.M., Parkinson, T. S., & Vande Brake, K. G. (2010). *On Your Mark: Developing an Outcomes-Based General Education Curriculum*. Presented at the Southern Association of Colleges and Schools Commission on Colleges 2010 Annual Meeting, Louisville, Kentucky.

Percy, P. M. (1999). *Leadership and power*. Presented at the Annual Meeting of the Academy of Management, Chicago, Illinois. (Nominated for best paper based on a dissertation.)

Shaffer, B., Percy, P. M., & Tepper, B. J. (1997). Further assessment of the structure of Hinkin and Schriesheim's measures of interpersonal power. *Educational and Psychological Measurement*, 57, 505-514.

Johnson, N. B., and Percy, P. M. (1996). *The effect of work-family benefits on work-family role conflict, job satisfaction, and employee earnings*. Presented at the Annual Meeting of the Industrial Relations Research Association, San Francisco, California.

Tepper, B. J., Percy, P. M., Kirby, S. L., Potter, P. W., & R. J. Eisenbach. (1995). Mediating effects of interactional justice on relationships between managers' influence tactics and subordinates' responses. Presented at the Annual Meeting of the Academy of Management, Vancouver, B. C. Canada.

Tepper, B. J., & Percy, P. M. (1994). Structural validity of the multifactor leadership questionnaire. *Educational and Psychological Measurement, 54*, 734-744.

Percy, P. M., & Tepper, B. J. (1994). Downward influence tactics and follower conformity: An empirical investigation. Presented at the Annual Meeting of the Academy of Management, Dallas, Texas.

#### **COMMUNITY SERVICE AND INVOLVEMENT**

Houghton College Alumni Board—President Elect  
President, Stonecrest Homeowner's Association  
Bristol Chamber of Commerce (Bristol Youth Leadership Committee)  
Johnson City United Way Campaign—Co-Chair  
Rotary Club of Bristol  
Habitat for Humanity  
Sam Walton Fellow and Faculty Advisor to Students In Free Enterprise/Rotaract  
Coach Little League Baseball, Softball, Basketball, and Soccer  
Small Group Bible Study Leader  
Faith Promise Church, Knoxville, Groups Ministry