

LANCE E. TATUM, Ph.D.

Curriculum Vitae

Senior Vice Chancellor for Academic Affairs/Chief Academic Officer
Sorrell College of Business, Professor –
School of Hospitality, Sport and Tourism Management

Troy University
One University Avenue
Troy, Alabama 36082
Web: troy.edu
Born: Brinkley, Arkansas



BIOGRAPHY

Dr. Lance Tatum serves as the Senior Vice Chancellor for Academic Affairs while holding the rank of professor in the Sorrell College of Business- School of Hospitality, Sport and Tourism Management at Troy University. Founded in 1887, Troy University is a SACSCOC Level V doctoral-granting institution that enrolls more than 15,000 students across four Alabama campuses, 12 campus sites outside the state, and four countries worldwide. His qualifications include extensive experience with producing enrollment growth, developing and managing unit budgets, marketing academic programs, personnel management, intercollegiate athletics, and fundraising activities.

As Senior Vice Chancellor for Academic Affairs, Dr. Tatum is responsible for all aspects of the University's academic mission, including the intellectual environment for faculty and students, strategic planning, budgeting, supervising, and reviewing programs of instruction, research, and continuing education. Leading the University's Academic Division, Dr. Tatum oversees 32 academic departments housed in five academic colleges – Arts & Sciences, Sorrell College of Business, Communications and Fine Arts, Education, and Health and Human Services. In addition, Dr. Tatum supervises the Associate Provost for Undergraduate Studies, Associate Provost and Dean of the Graduate School, Associate Provost for Academic Support, Vice Chancellors for the Non-Traditional campuses in Montgomery, Dothan, and Phenix City (3), Dean of Libraries, University Registrar, the Director of the Confucius Institute, and the Director of the University's International Arts Center. As Senior Vice Chancellor, Dr. Tatum works closely with the academic deans, department heads, student services professionals, and faculty and staff to provide the

highest quality of educational programs and instructional engagement, both within and outside the classroom, for undergraduate and graduate students.

Dr. Tatum's focus has been to advance the University's commitment to excellence in teaching, research, and public service and foster collaboration across its five colleges and four Alabama locations. Under his leadership, Troy University has pursued initiatives to enhance the undergraduate experience, deepen undergraduate and graduate education and research, broaden international engagement, and promote active citizenship among university community members. His efforts have resulted in immediate increases in the University's freshman retention rate (+2.3% over two years) and graduation rate (+4.7% over two years); an improved advising model for First-Year Studies; a significant increase in the U.S. News and World Report rankings for public universities in the south (from 65th to 51st), an increase to 23rd among public regional universities in the south, a ranking of 16th for Most Innovative Schools and increases in many of the academic program rankings across Troy's five academic colleges. In addition, Dr. Tatum has led multiple efforts to increase faculty scholarship and grants and contracts submission. Since 2018, faculty scholarship has increased by 2%, and grants and contracts submission activity has increased from \$36.3 million in 2018 to \$57.6 million for 2020-2021, with awards reaching 88.5%, totaling \$50.7 million.

From 2014 to 2018, Dr. Tatum served as the Campus Vice Chancellor for the University's campus in Montgomery, Alabama. During his tenure in Montgomery, Dr. Tatum developed and introduced a new vision for the Montgomery campus, establishing Troy-Montgomery with a unique identity in the River Region. Dr. Tatum successfully developed a new recruiting platform that created a portal entry for students who sought access to the University's entire academic inventory. This "portal" concept proved to be the beginning of a more significant effort to consolidate the University's three separate academic inventories, thus eliminating restrictions to and confusion over what academic programs were available at the University's four Alabama campuses and its online platform. While Campus Vice Chancellor Dr. Tatum improved and expanded services in the Center for Student Support Services, adding new programming efforts in Career Services and increasing partnerships with local businesses to enhance employment and internship opportunities for students. Finally, Dr. Tatum, along with campus faculty and staff, developed a new approach to identifying and advising pre-nursing students. This effort immediately improved academic advising and retention for many students pursuing an Associate's Degree in Nursing.

From 2012 to 2014, Dr. Tatum served as the Campus Vice Chancellor for the University's Global Campus. Global Campus was experiencing significant structural and functional inefficiencies. The unit's business model, developed in the 1980s, was no longer producing the expected outcomes, and significant changes were needed to improve the unit's focus, structure, culture, and behavior. Through Dr. Tatum's leadership, the team established new priorities, and Dr. Tatum began to build consensus among unit staff and administration to support these priorities and goals. These efforts led Global Campus through a significant restructuring of physical and human resources, focused on distance learning operations, and appropriately supporting site functions outside Alabama. The new structure and business model saved approximately \$18 million in unit expenses in the first three years of implementation.

In addition, Dr. Tatum, along with the Dean of Enrollment Management, successfully advocated for an investment of over a million dollars into a new recruiting software meant to improve recruiting production, track recruiter productivity, and enhance communication streams among prospective student populations. The software was implemented in 2015 and has proven to be a key component in the University's current conversion success, increasing applications by 15% and the acceptance rate by 10%.

Between 2006 and 2012, Dr. Tatum served as Dean of the College of Education. As Dean, Dr. Tatum was responsible for increasing grant and contract awards from \$3.3 million (fall 2006) to \$9.2 million (summer 2010), an increase of 174%. Over his five-year tenure, Dr. Tatum led successful program reaccreditation reviews in Teacher Education, Counselor Education, and Rehabilitation Counseling Education. In addition to the reaccreditation activities, the College developed six new undergraduate program options, developed one new undergraduate degree program, and one new graduate program. Two significant achievements included the development of the College's first unit-wide promotion and tenure guidelines and the creation and implementation of the College's first unit-wide assessment system. Both accomplishments provided the College with the foundation needed to develop and grow enrollments and increase scholarly productivity.

EDUCATION

Ph.D., Sport Management, Florida State University, College of Education, May 1993

- Doctoral dissertation entitled: "The consequences and influences of comparative negligence and exculpatory agreements on administrative decisions within collegiate athletics concerning student-athletes at medical risk."
- Advisor: Dewayne Johnson, Ph.D.

M.S. Ed., Foundations of Education, Troy State University, College of Education, July 1989

B.S., Physical Education, Troy State University, College of Education, May 1988

LEADERSHIP EXPERIENCE

- **Senior Vice Chancellor for Academic Affairs, Troy University, January 1, 2019 – Present**

As Senior Vice Chancellor for Academic Affairs, Dr. Tatum is responsible for all aspects of the University's academic mission, including the intellectual environment for faculty and students, strategic planning, budgeting, supervising, and reviewing programs of instruction, research, and continuing education.

- ❖ Leading major retention initiatives focused on redesigning developmental courses, improving pass rates for gateway courses; and mental health initiatives for students;

- ❖ Leading efforts to expand and diversify international partnerships in India, China, Italy, Slovenia, Vietnam, and Great Britain (2019-Present);
- ❖ Chair of the University's Coronavirus Taskforce (2020 - Present);
- ❖ Led the effort to increase grants and contracts pursued by 59% from 2018 to 2020 (\$36.3 million to \$57.6 million);
- ❖ Led the academic division in acquiring the largest single-year grants and contracts awarded (\$50.7 million) in university history from 2020-2021. The previous largest single-year total was \$30 million in 2018-2019;
- ❖ Initiated and led academic program review/viability study (2020-Present).
- ❖ Led comprehensive faculty utilization study leading to an \$8 million reduction in personnel cost for the University (2018-2019);
- ❖ Led the launch of the University's third doctoral degree program in Global Leadership (2018-2019);
- ❖ Led efforts to develop and implement strategies to improve retention and graduation rates at the University (2018-2020);
- ❖ Successfully led the University's SACSCOC re-affirmation process (2018-2020);
- ❖ Senior contributor to the University's development of the 2020 – 2025 Strategic Plan (2018-2019);
- ❖ Championed the effort to move the School of Hospitality, Sport, and Tourism Management from the College of Health and Human Services to the College of Business (2019);
- ❖ Implement retention and progression strategies that have increased first-year retention and the six-year graduation rate (2018-2020).

➤ **Interim Senior Vice Chancellor for Academic Affairs, Troy University, August 1, 2018 – December 31, 2018**

➤ **Vice-Chancellor - Montgomery Campus, Troy University, August 1, 2014 – July 31, 2018**

As campus Vice Chancellor, Dr. Tatum served as the chief operating officer for the TROY Montgomery campus. He provided vision, leadership, and direction for all operational activities of the campus, including coordination of all functional areas related to the student experience, from marketing and recruitment through graduation and giving, and created strategic planning for the coordinated efforts of all functional areas across the campus. In 2018, the campus was selected by Leadership Montgomery as the Outstanding Organization of the Year.

- ❖ Led University effort and negotiated Partnership Agreement between Valiant Cross Academy and Troy University - Valiant Cross Academy is a private, 6th – 12th all African-American male school located in downtown Montgomery Alabama;

- ❖ Revitalized the Center for Student Success, restructured advising, added Career Services Office, and implemented a retention strategy that included the award of a \$2 million Title III Strengthening Institutions grant;
- ❖ Introduction of Corporate Partnership/Community Spirit program; development and implementation of Limited Residency programs for graduate degrees in Business, Public Administration, and Criminal Justice; Implementation of Master's of Social Work degree; and renovation of the campus bookstore;
- ❖ Increased headcount/enrollments/credit hour production in graduate programs by 36% from fall 2015 to fall 2016. Reversing a four-year decline in graduate headcount/enrollments/credit hour production for the location;
- ❖ Spearheaded the effort to bring new academic programs to the Montgomery campus;
- ❖ Led the planning efforts on behalf of the University for the 60th Anniversary of the Montgomery Bus Boycott celebration;
- ❖ Led the effort to renovate the campus bookstore, to include a new Barnes and Noble Café for the Montgomery campus.

➤ **Vice Chancellor – Global Campus, Troy University, January 1, 2012 – July 31, 2014**

As the Vice Chancellor of Global Campus, Dr. Tatum served as the chief operating officer for human, financial, and various other resources for the institution's distance learning unit and business operations outside of Alabama, at both domestic and military sites. The mission of Global Campus' 22 domestic locations and its various military partnership locations has been to meet the needs of working adults, including military, government agency civilians, teachers, and future business leaders who desire the opportunities to earn a college degree.

- ❖ Developed and implemented a total restructuring and reorganization plan for locations outside of Alabama and the distance learning/student services unit, initial savings estimated at \$18.0 million to the institution over the first two years of the plan's implementation;
- ❖ Developed additional student support strategies and resourcing for TROY Online. At the time, TROY Online enrollments totaled 15,000 students.

➤ **Dean - College of Education, Troy University, July 2006 – December 2011**

As Dean of the College of Education, Dr. Tatum served as the chief academic and administrative officer, overseeing and directing the human, financial, and various other resources of the College's 81 academic program options, its 6,600 students, and 170 faculty and staff; located on the four Alabama campuses, as well as at more than fifteen locations outside the state of Alabama.

- ❖ Over a five-year period, the college experienced an increase in grant and contract awards from 3.3 million (fall 2006) to 9.2 million (summer 2010), an increase of 174%;

- ❖ The college experienced between 3%-5% increases in overall enrollments for the years 2009 – 2012;
- ❖ Established an annual College-wide publication, *Lessons*; to communicate current and future activities, as well as development priorities to alumni and COE prospects;
- ❖ Led in the development of six (6) new program options and the development of one new undergraduate degree program and one new graduate program;
- ❖ Led in the development and establishment of college-wide promotion and tenure guidelines;
- ❖ Led two successful efforts for multi-site/unit-wide NCATE/CAPE accreditations for the College of Education;
- ❖ Led a successful effort for multi-site/unit-wide CORE accreditation for the College of Education;
- ❖ Led successful efforts for CACREP accreditation for six sites, as well as re-affirmation of three locations inside of Alabama;
- ❖ Led a state-wide educational delegation in 2010 on a two-week visit to China.

➤ **Chairperson - Department of Kinesiology and Health Promotion,
College of Health and Human Services, Troy University, August 2002 – July 2006**

As Chair, Dr. Tatum managed the administrative affairs of the department, including oversight of one graduate and three undergraduate instructional programs, scheduling and staffing of classes with semester enrollments exceeding 1,200 credit hours, budget development and management, supervision of seven full-time and 15 adjunct departmental faculty, two staff positions, and four graduate teaching assistants.

➤ **Faculty Athletics Representative [FAR] to the National Collegiate Athletic Association (2000 - 2008)**

Dr. Tatum served as an advisor to the Chancellor on athletic matters relating to academics, conference, and NCAA matters and as the chief liaison between the Department of Athletics and the university academic community. In addition, he represented the institution at the conference and national levels on athletic matters as assigned by the Chancellor and Conference Commissioner.

FUNDRAISING

- 2020 Congressman Terry and Barbara Everett Gift- worked with donor to develop the concept for the Endowed Fellowship in Cyber Security (\$2,000,000)
- 2015 Financial support for ongoing renovations to the Davis Theater for the Performance Arts; three-year Commitment for \$10,000 per year (\$30,000.00); Montgomery County

2011 Sign Language Interpreter Training Program; Five Year commitment of \$500,000.00 per year (\$2,500,000.00); Alabama Dual Party Relay Board

2009 Financial support for Sign Language Interpreter Training Program; five-year commitment of \$300,000.00 per year (\$1,500,000.00); Alabama Dual Party Relay Board

HONORS AND AWARDS

Sport Management Achievement Award, Southern Sport Management Conference, 2018.

United States Air University, Air Command, and Staff College - Honorary Squadron Commander; August 2015 – July 2017.

United States Air War College- National Security Forum-Alumni; May 2015, Maxwell Air Force Base, Montgomery, Alabama.

United States Air War College 59th National Security Forum; May 7-11, 2012, Maxwell Air Force Base, Montgomery, Alabama.

Outstanding Faculty Athletics Representative, (February 15, 2005) All-American Football Foundation, Inc.

Phi Beta Kappa, National Honor Society (2018).

Phi Epsilon Kappa, Physical Education National Honor Society (1999).

Omicron Delta Kappa National Honor Society (1989).

Kappa Delta Pi National Honor Society in Education (1989).

PROFESSIONAL DEVELOPMENT

American Association State Colleges and Universities (AASCU), 2021-2022 Cohort, Student Success Institute for Provosts.

Workday 2021 Leadership Summit, (January 14, 2021), Virtual participation

Reopening the Economy in the Age of COVID, (February 25, 2021), Homewood, Alabama.

American Association of State Colleges and Universities (AASCU), Emerging Leaders Program, June 2018

Chancellor's Fellowship Program, Troy University (Spring 2005).
Leadership training for individuals who demonstrate potential for positions of increased administrative responsibility.

ACADEMIC EXPERIENCE

Professor - Sport and Fitness Management,

School of Hospitality, Sport & Tourism, Sorrell College of Business, Troy University – Troy Campus, Troy, Alabama (August 2010 - Present)

Associate Professor - Sport and Fitness Management,

Department of Kinesiology and Health Promotion, College of Health and Human Services, Troy University – Troy Campus, Troy, Alabama (August 2004 – July 2010)

Assistant Professor - Sport and Fitness Management,

Department of Kinesiology and Health Promotion, College of Health and Human Services, Troy University – Troy Campus, Troy, Alabama (September 1998 – July 2004)

Assistant Professor - Physical Education, Division of Business and Social Science, Gordon College, Barnesville, Georgia (August 1994 – September 1998)

SERVICE

University

- University Coronavirus Taskforce (2/2020- 5/2022)
 - Chair (2/2020 – 5/2022)
- Executive Council (2018-Present)
- Chancellor's Cabinet, (2012 – Present)
- Retention & Enrollment Committee, Chair (2018-Present)
- Academic Steering Committee, (2006-Present)
 - Chair (2018-Present)
- Educational Technology Taskforce, Chair (2014-2018)
- Right-Sizing Taskforce (2013-2016)
- Search Committee Chair, Dean Search for the College of Arts & Sciences (2012)
- Committee Member for position searches
 - Head Baseball Coach (2021)
 - Dean for Health and Human Services (2006 & 2017)
 - Dean for Arts & Sciences (2015)
 - Dean for Health and Human Services (2014)
 - Vice Chancellor for Global Campus (2010)
- eTROY Communications Committee, (2007-2014)
- Advisory Board, *First-Year Studies Program* (2005-2012)

- Council of Deans, (2006-2011)
- Institutional Effectiveness Committee, (2007-December 2011)
- Senior Leadership Team -- Southern Association of Colleges and Schools, (January 2010 to December 2010)
- Appointed Member Troy University Learning Community Steering Committee, (October 2003 – December 2011)

State/Community

- Taskforce Member – State of Alabama Outcomes-Based Funding (2019- Present)
- Board of Directors – American Association of University Administrators (2017 – Present)
- Trustee, Air University Foundation Board (3/2016 – Present)
- Executive Board of Directors – Alabama Korean Education and Economic Partnership (AKEEP) (2015 – Present)
- Board of Directors – Greater Montgomery Area YMCA (2014 – Present)
- Board of Directors – Montgomery City Chamber of Commerce (2016-2017)
- Governing Board, Southeast Alabama Regional In-Service Center (2007 - 2012)
- Alabama Rural Action Committee, Education - District 5, (2007-2012)
- Pike Road School Development Committee, (2006-2015)
- Troy City Schools Partnership Committee (2008 – 2012)

National Collegiate Athletic Association (NCAA)

- Division I Committee on Academics (June 1, 2022 – August 21, 2026)
- Baseball Enhancement Working Group (2006-2007)

SCHOLARLY ACTIVITIES

Selected Grants and Contracts Activity

Proposals Funded

- 5/1/2015 – 7/22/2015 STARTALK, Confucius Institute, National Security Administration; \$150,000.00;
- 5/1/2012 – 7/22/2012 STARTALK, Confucius Institute, National Security Administration; \$200,000.00;
- 5/1/2011 – 7/1/2011 STARTALK, Confucius Institute, National Security Administration; \$98,750.00;
- 10/01/09 – 9/30/10 Southeast Alabama Regional In-Service Center; Alabama Department of Education, \$343,881.00 (ASDE Contract)
- 10/01/09 – 9/30/10 Technology in Motion; Alabama Department of Education, \$184,069.00 (ASDE Contract)

- 10/01/08 – 9/30/09 Southeast Alabama Regional In-Service Center; Alabama Department of Education, \$343,881.00 (ASDE Contract)
- 10/01/08 – 9/30/09 Technology in Motion; Alabama Department of Education, \$184,069.00 (ASDE Contract)
- 12/01/08 – 9/01/09 Principal Preparation Program; Alabama Department of Education, \$3,000.00
- 10/01/08 – 9/30/09 Interpreter Training Program Scholarships; Department of Mental Health, \$50,000.00
- 12/01/08 – 9/01/09 Alabama Teacher Mentoring Program; Alabama Department of Education, \$3,000.00
- 04/01/08 – 9/30/08 Alabama Reading Initiative; Alabama Department of Education, \$167,253.90
- 10/01/07 – 9/30/08 Southeast Alabama Regional In-Service Center; Alabama Department of Education, \$343,881.00 (ASDE Contract)
- 10/01/07 – 9/30/08 Science in Motion; Alabama Department of Education, \$405,000.00
- 10/01/07 – 9/30/08 Interpreter Training Program; Development and Implementation grant; Alabama Department of Education, \$250,000.00
- 10/01/07 – 9/30/08 Principal Preparation Program; Alabama Department of Education, \$50,000.00
- 09/01/04 - 08/30/05 McCollough Institute for Appearance and Health, Partnership Contract, \$23,100.00
- 09/01/03 – 08/30/04 McCollough Institute for Appearance and Health, Partnership Contract, \$23,100.00
- 05/01/01 – 07/31/01 Disney Sports Attractions, LLC, Internship Grant, \$13,200.00.

Selected Invited Presentations:

Tatum, L. (June 1, 2022) *Panelist, North American Society for Sport Management- Past President's Workshop*. NASSM Annual Conference, Atlanta, Ga.

Tatum, L. (October 2021) *AASCU Panelist, Sino-US Provincial -State University Presidents' Forum*, CACIE Annual International Conference (ZOOM), Beijing, China.

Tatum, L. (July 2019) "*Leading a Successful Confucius Institute*" 2019 Academic Affairs Summer Meeting - Responding to Challenges Through Innovation. American Association of State Colleges and Universities. Minneapolis, MN

Tatum, L. (December 2019) *Keynote Speaker, Opening Session* International Chinese Language Education Conference. Changsha China.

Selected Presentations and Publications:

Wiesman, L. & Tatum, L. (2010) *"Increasing Communication and Economic Inclusion for Alabama's Deaf Citizens"* 26th Annual Pacific Rim International Conference on Disabilities, Honolulu, HI.

Lee, J., Miloch, K., Kraft, P., & Tatum, L. (2008) *Building the Brand: A Case Study of Troy University.* *Sport Marketing Quarterly*, 17, 122-126.

Tatum, L. (2006) *"Managing Administrative Change"* Philippines Educational Conference, St. La Salle University, Bacolod, Philippines

Tatum, L. (2006) *"Teaching the Whole Child; Troy University and Globalization"* Philippines Educational Conference, St. La Salle University, Bacolod, Philippines

Lee, J. & Tatum, L. (2004) *"Making Our Mark: The New Look of Troy State University."* SMA II the 2004 Conference of the Sport Marketing Association (SMA), Memphis, TN.

Green, F., Tatum, L. & Lee, J. (2004) *"The Preference of Spectators of Professional Team Sports Toward Game Time Scheduling."* 2004 Sport Administration and Physical Education Conference, Florida State University, Tallahassee, Florida.

Lee, J., Tatum, L., & Green, F. (2004) *"Building the Brand: The New Look of Troy University."* 2004 Sport Administration and Physical Education Conference, Florida State University, Tallahassee, Florida.

Lee, J. & Tatum, L. (2004) *"Impacting Alabama: Introducing the Alabama Institute for Sport and Fitness Management (AISFM)."* 2004 Alabama State Association for Health, Physical Education, Recreation, and Dance Spring Conference, Gulf Shores, Alabama.

Tatum, L. (2003) *"The Importance and Role Internships Play within a Sport and Fitness Management Curriculum."* 2003 Alabama State Association for Health, Physical Education, Recreation, and Dance Fall Conference, Birmingham, Alabama.

Lee, J., Tatum, L., Grube, A., & Bush, G. (2003). *"Tobacco Sponsorship in Sport: Sending the Wrong Message."* Sports, Physical Education, Recreation, and Law Conference, Atlanta, Georgia.

Grube, A., Lee, J., Tatum, L., & Ayers, K. (2003). *"Service-Learning Applied to the Legal Issues Classroom."* Sports, Physical Education, Recreation, and Law Conference, Atlanta, Georgia.

Tatum, L. (2002) *"Applying Ethics to Sports."* 2002 Alabama State for Association Health, Physical Education, Recreation, and Dance Fall Conference, Birmingham, Alabama.

Tatum, L. (2001) *"The Role and Responsibilities of the Faculty Athletics Representative in an NCAA Member Institution."* 2001 South Carolina Physical Education, Health and Recreation State Spring Conference, Myrtle Beach, South Carolina.