

Thomas A. Rakes

Provost and Vice Chancellor for Academic Affairs
The University of Tennessee at Martin
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Education

Doctor of Education

Major: Curriculum and Instruction, (academic collaterals in Educational Psychology and Adult Education); The University of Tennessee at Knoxville, 1972.

Master of Arts

Major: Reading; East Tennessee State University, 1969.

Bachelor of Science

Major: Psychology; Milligan College, 1968.

Employment History

May, 2002-Present

The University of Tennessee at Martin

Provost (January, 2005-present)

Vice Chancellor for Academic Affairs (May 2002-present);

Professor of Educational Studies (May 2002-present)

The Provost and Chief Academic Officer is the second ranking University officer; primary duties include responsibility for chairing the Academic Affairs Leadership Council and the Dean's Leadership Council as well as campus-wide strategic planning, oversight of five academic colleges including Agriculture and Applied Sciences, Business and Public Affairs, Education and Behavioral Sciences, Engineering and Natural Sciences, and Humanities and Fine Arts. Other duties include responsibility for the Paul Meeks Library, Academic Records, Graduate School, Office of Research, Grants, and Contracts, Extended Campus and Continuing Education, Information Technology Services, four off-campus Educational Centers, UT Online, Governor's School for the Humanities, Governor's School for Agricultural Sciences, Honors Programs, the Center for Global Studies and International Education, and the University museum.

Major accomplishments as Provost and Vice Chancellor for Academic Affairs include facilitation of the following:

Student Access and Success

- opened the Parsons (Tennessee) Center offering undergraduate and graduate programs (2007).
- expanded online programs and renaming UT New College to UT Online (2006).
- increased the number of FTE faculty to 268 (2006).
- expanded the UT Martin dual credit program to include 23 high school locations resulting in the largest dual credit program through four-year institutions in Tennessee (2006).
- hosted American Democracy Project South; as the inaugural campus for the Southern Consortium of the American Democracy Project (2005-present).
- opened the Ripley (Tennessee) Center as a site for offering graduate and undergraduate programs (2005).

- guided the process for University undergraduate programs to a 120 semester hour level (2005-2007)
- initiated the consolidation University of Tennessee System online programs and renaming the UT Martin New College to the UT New College (2004).
- initiated a university-wide Writing Symposium featuring the work of outstanding undergraduate students (2004-present).
- opened Tennessee's first Center of Excellence in Experiential Learning in Agriculture (2004).
- facilitated opening of Tennessee's first Governor's School in Agriculture (2004).
- Opened the Center for Student Success (2004).
- facilitated the participation of the UT Martin American Democracy Project (2003-present).
- initiated the first teacher warranty program at a public institution in Tennessee (2003).
- gained formal approval for the UT Martin Jackson (TN) Center (2003).
- initiated, in conjunction with the Division of Student Affairs, LEAD Academy (Leadership Education and Development 2003).
- opened a newly remodeled Honors Program facility (2003).
- expanded distance learning network through partnership to include 16 additional distance learning sites in 11 different cities across Tennessee (2003).
- opened an agriculture demonstration/teaching complex (2003).
- initiated selective admissions criteria during fall of 2003.
- increased online enrollment 40% (2002).
- increased dual-credit enrollment 120% (2002).

Outreach and Research

- completed planning and procurement of funds for development of a Animal Diagnostic Center facility (2006).
- acquired an additional 250 acres for agricultural instruction and research purposes (2006).
- initiated a variety of research support programs to increase faculty and student involvement in research and scholarly activity (2006).
- increased external grant and contract productivity 58% (FY 2002-FY 2006).
- facilitated the process of receiving the first institutional direct appropriation from Congress to support research efforts at the Reelfoot Lake Center (2004).
- supported the development of an Office of Student Publications (2004).
- increased external grant and contract activity 110% (2002-2003).

Economic Development and Globalization

- consolidated and relocated programs, program offices, and activities within the Center for Global Studies and International Education (2005-2006)
- increased the number of students participating in international travel by 68% (2006)
- added four additional university partnerships in Mexico, Canada, and China (2005-2006)
- opened the Reed Center for Economic and Small Business Development (2005).
- expanded the range of services and scope of international program, travel, and intern opportunities by 22% (2005-2007).

Salaries, Diversity and Related Items

- gained approval from the UT Board of Trustees and the Tennessee Higher Education Commission for a new baccalaureate degree major in finance (2005).
- established an automatic operating budget increase within academic departments upon the addition of each new faculty line (2005).
- increased percentage of senior level, female, administrative personnel within Academic Affairs from 17% to 50% (2004-2007)
- increased African American student enrollment 11% (2004-2006)
- assisted in procurement of an endowed chair in Engineering (2004).
- initiated a salary adjustment program that included equity adjustments for under represented and female

- faculty (2003-present).
- increased academic departmental operating budgets 10-30% (2002-2006).

January, 2002-March, 2002

The University of Louisiana at Monroe

Interim President

Professor of Instructional Leadership

Responsibilities as Chief Administrative Officer include oversight for all campus operations including academic, athletic, auxiliary, enrollment, external, development, fiscal, and student affairs divisions.

Major accomplishments as Interim President include facilitating the following:

- coordinated an External Review of campus operations chaired by Dr. James Fisher.
- increased the indirect cost rate for external grants and contracts from 18% to 35%.
- added four additional endowed professorships.
- developed a campus-wide Three-Year Budget Plan.
- received approval for a new B.S. degree program in Health Sciences.
- terminated nine low completer undergraduate programs.
- received a favorable response following testimony before the Louisiana House and Senate Legislative Audit Advisory Committee.
- initiated RFP to out-source campus food services.
- approved and initiated \$850,000 in campus maintenance and repair projects.
- finalized capital projects priority requests totaling \$22 million.
- initiated an RFP to out-source campus health services.
- initiated a needs assessment of campus housing.
- initiated a review of bookstore operations.
- initiated a major athletics ticket sales and booster campaign.

August, 2000-April, 2002

The University of Louisiana at Monroe

Provost and Vice President for Academic Affairs

Professor of Instructional Leadership

Duties included responsibility for the Vice Provost and Dean of Graduate Studies and Research, Division of Student Affairs, Enrollment Management and Information Services, as well as the Deans of the seven undergraduate colleges. During the absence of the President, the Provost serves as the chief administrative officer of the University. The Provost is responsible for recommending individuals for appointment as department head, director, and dean. Duties also included formulation and implementation of educational policy. The Provost calls and presides over meetings of the Council of Academic Deans and the Academic Affairs Executive Council, provides leadership in planning and establishing faculty policies, Continuing Education, the Library, the University Honors Program, and publication of the University graduate and undergraduate catalogs. Responsibilities also involved serving on the Council of Vice Presidents for Academic Affairs for the University of Louisiana System and the Statewide Council of Chief Academic Officers.

Major accomplishments as Provost and Vice President for Academic Affairs included facilitation of the following:

- attained a 70% increase in non-traditional and distance learning student enrollment.
- initiated new selective admissions criteria as part of a multi-year year, tri-interval plan.
- added six new endowed professorships.
- gained approval for a new Bachelor of Business Administration degree in Entrepreneurship.
- supervised implementation of a revised MBA program in Hong Kong.
- reached a 98.2% accreditation level for eligible programs.

- supervised creation of a campus-wide Solution Finder Program for alumni, faculty, and students.
- initiated reorganization of the Academic Affairs Division.
- supervised reorganization of the Student Affairs Division.
- opened the Center for Academic and Student Success.
- opened a new Welcome and Admissions Center Complex.

August, 1999-July, 2000

The University of Louisiana at Monroe
Vice Provost and Dean of Graduate Studies and Research
Professor of Curriculum and Instruction

Duties included serving on the President's Cabinet, the President's Administrative Council, and chairing Academic Affairs Executive Council. As chief research officer, duties included responsibility for policies and procedures involving University research and projects including development, review, and approval of submitted grants and contracts to sponsoring agencies; serving as the authorized institutional representative for extramural grant proposals with oversight responsibility for funded proposals to insure compliance with sponsoring agency and University requirements; chief responsibility for patented products and business and institutional affiliations; participating in statewide and national committees to promote and coordinate research initiatives. As primary academic officer for graduate programs duties included responsibility for policies and procedures governing 28 different graduate programs, including five doctoral programs.

Additional duties included responsibility for activities promoting faculty development and responsibility for initiatives related to academic advancement, including serving as co-chair of the SACS Reaffirmation Response Report and follow-up implementation, and serving as Executive Editor of *Re Scholaris*, the academic journal of the faculty.

Major accomplishments as Vice Provost and Dean of Graduate Studies and Research included facilitating the following:

- increased external grant and contract activity by 62%.
- coordinated the largest University-based incumbent worker program in Louisiana.
- chaired successful SACS response and follow-up accreditation reports.
- organized and implemented the first graduate program review process at ULM.
- initiated business affiliations with six corporations that involved ULM as the "professional development" resource or research partner of choice.
- chaired university-wide strategic planning initiative.
- received appointment to Partners for Excellence in Teacher Education (national group of 40 deans selected to serve as consultants for accreditation planning and previsit consultations).
- served on the Board of Directors of the Louisiana Endowment for the Humanities .
- served as a member of the Northeast Louisiana United Way Board of Directors.
- maintained membership on the Governing Board of the Northern Lights School-to-Work Project (Monroe Chamber of Commerce and the Louisiana Department of Labor).

August, 1995-July, 1999

The University of Louisiana at Monroe
Dean and Professor

College of Education and Human Development

As Dean of one of the largest and most diverse education colleges in the region, duties included the overall budgetary, personnel, and program responsibility for four academic departments and specialty units, including the Human Performance Laboratory, Marriage and Family Therapy Clinic, Center for Educational Research and Service, Community Counseling Center, Doctoral Research Center, Regional Technology Center, Curriculum Laboratory, Multimedia Laboratory, Distance Learning Facilities (3), Facilities Planning Institute, Psychological Assessment Center, and five computer-based learning laboratories. The College employed over 100 faculty and staff involved in programs spanning undergraduate through doctoral levels. All degree programs in the college held accreditation through the appropriate agency. Within the University, approximately 18% of all undergraduate majors and 52% of all graduate majors were enrolled in the College of Education and Human Development.

Major accomplishments as Dean included facilitation of the following:

- attained a 95% pass rate for teacher education candidates on national teacher examinations.
- attained 96% pass rate on the Louisiana teacher assessment.
- increased faculty diversity by 25%.
- achieved national recognition for teacher education program (top 4% in technology integration in the nation).
- implemented three new doctoral programs and one new masters program.
- increased average external grants and contracts from approximately \$500,000 to \$2,000,000 annually since 1995.
- added two new endowed professorships
- added one new endowed chair.
- served as editor of the nation's only journal of applied educational research.
- directed campus division of the Annual Fund Drive.
- served as member of University Administrative Council.
- initiated first self-assessment and professional development plan for technology integration for faculty.
- served as co-principal investigator for Delta Rural Systemic Initiative Project (\$4.6 million project).
- formed partnership and established regional location with The National Faculty.
- led development of partnerships for the Louisiana's first Regional Technology Center for Teacher Education (Unique Area of Excellence).
- revitalized college alumni association.

August, 1993-August, 1995

The University of Memphis
Professor of Education, College of Education
Director, Division of Research and Development

Duties as Director of Research and Development included the supervision of activities in the Center for Research in Educational Policy, the Center for the Study of Higher Education, the Bureau of Research and Service, and the Research Assistance Center. Additional responsibilities involved planning and coordinating research and professional development activities which included serving as chair of the joint College of Education and College of Arts and Sciences Professional Development Committee and chairing unit level NCATE and state accreditation writing teams.

Major accomplishments as Director of Research and Development included the following:

- increased overall external funding 30%.
- coordinated successful off-campus accreditation and program review efforts.
- chaired preparation of successful NCATE reports for extended programs and MAT program folio.
- consolidated Bureau of Educational Research and Center of Excellence Operations into one nationally

- prominent unit.
- coordinated collaborative efforts in the establishment of new undergraduate arts and sciences based teacher education program.
- initiated college-wide communications/information system.
- co-directed Annual National Nursing Education Conference.
- developed first college Adjunct Faculty Handbook.
- developed first Graduate Student Handbook with the college.
- developed and initiated college-wide professional development plan.

May, 1972-August, 1993

The University of Memphis
Department Chair (3/90-7/93); Interim Chair (5/89-2/90)
Professor of Education, College of Education
Department of Curriculum and Instruction

Duties as Department Chair included planning and managing programs, budget, scheduling, instruction, advising, service, and research activities of a 38-member department. The department graduated some 300 undergraduates, 130 masters, and 15 doctoral students each year. Duties also included supervision of SACS and NCATE accreditation reports as well as serving as a member of the Executive Committee of the University of Memphis Academic Senate. Additional departmental service was rendered as Coordinator of Graduate Studies (1982-1987), and Chair of the Graduate Curriculum Committee (6 years), Tenure and Promotion Committee (4 years), Research Committee (8 years), and New Faculty Screening Committee (4 years).

College and University service included membership on the College Graduate Curriculum Council, College Research Committee, Five-Year Planning Task Force, University Committee for Educational Service Programs, University Subcommittee for Writing Intensive Criteria, the Governor's School Advisory Committee, and the Walter Smith Scholarly Book Awards Committee. Other activities included chairing the College Teacher Licensure Redesign Committee, Tenure and Promotion Committee, and the Ph.D. Development Council.

Major accomplishments as Department Chair included the facilitating following:

- secured funding and opened the university's first electronic classroom.
- developed the fastest growing masters level program on campus (Masters of Arts in Teaching).
- increased doctoral program enrollment by 50%.
- negotiated articulation agreements with two community colleges.
- developed a joint Educational Specialist Degree program with UT Martin.
- increased faculty publication productivity by 54%.
- increased faculty external grant activity by 28%.
- improved faculty diversity by 30%.
- initiated first Professional Development School program in Tennessee (9 public school partners).
- opened one of two compressed video suites on campus.
- coordinated gifted education and summer programs at the U of M Campus School and the Lipman School for Early Childhood Research and Teaching.
- reorganized two departmental units into one 38-member unit (Department of Instruction and Curriculum Leadership).
- initiated full masters level programs at an off-campus in Jackson, Tennessee.
- initiated a nationally recognized clinical partnership with Junior Achievement, Inc.
- began first departmental self-funded agency account program.

January, 1972-April, 1972

The University of Tennessee at Knoxville
Instructor, Department of Continuing and Higher Education

Primary responsibilities included coordination of reading services at the University of Tennessee Adult Learning Center, teaching courses in teaching reading to adults, general curriculum, and adult education. As the University consultant, service was provided to the Tennessee State Department of Education, two local, and four state adult literacy projects.

September, 1970-December, 1972

The University of Tennessee at Knoxville
Assistant Director, University Reading Center.

Service included coordination of clinical services, supervision of undergraduate tutorial experiences, and directorship of three in-service projects in seven East Tennessee school districts.

September, 1969-June, 1970

Spotsylvania County Board of Education, Spotsylvania, Virginia
Teacher of Reading

The assignment included teaching reading in a junior high school.

September, 1968-August, 1969

Johnson City Board of Education, Johnson City, Tennessee
Director of Night School Guidance Services

As the evening counselor, duties included occupational testing and advisement as to course and training opportunities for evening school students.

September, 1968-August, 1969

Johnson City Board of Education, Johnson City, Tennessee;
Adult Basic Education Teacher

Duties included teaching literacy development classes two nights per week.

June, 1968-September, 1968

Johnson City Board of Education, Johnson City, Tennessee
Teacher

Responsibilities included teaching language arts and social studies courses for men and woman enrolled in job corps and manpower training programs at the Johnson City Vocational School.

January, 1968-June, 1969

Johnson City Board of Education, Johnson City, Tennessee
Teacher

Responsibilities included teaching language arts, social studies, and mathematics while serving as director of the communications laboratory in a junior high school, and, as a basketball coach, organizing the first Vocational School team in the history of the school system.

Publications

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- Rakes, T.A.** (2000). Teacher preparation for essential science. In J.S. Choate (Ed.), *Instructor's manual for successful inclusive teaching: Proven ways to detect and correct special needs* (3rd ed., pp. 65-69). Boston: Allyn and Bacon.
- Choate, J.S., & **Rakes, T.A.** (2000). Recognizing words: The tools for reading comprehension. In J.S. Choate (Ed.), *Successful inclusive teaching: Proven ways to detect and correct special needs* (3rd ed., pp. 52-81). Boston: Allyn and Bacon.

- Choate, J.S., & **Rakes, T.A.** (2000). Reading comprehension: Helping readers construct meaning. In J.S. Choate (Ed.), *Successful inclusive teaching: Proven ways to detect and correct special needs* (3rd ed., pp. 82-125). Boston: Allyn and Bacon.
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Funded Grants

The following grants represent total funding in excess of \$7.6 million as primary investigator, project director or administrator, 1972–2002.

Principal Investigator, QUEST: Quality in Education for Students and Teachers, U.S. Office of Education and the Louisiana Board of Regents (2000-2002).

Project Administrator, Northeast Louisiana School-to-Work Project, Subgrant through the Monroe Chamber of Commerce, Louisiana Department of Labor (1999).

Project Administrator, Louisiana Delta Youth Build AmeriCorps Program; AmeriCorps Corporation, (January, 1998-December, 1998).

Co-Principal Investigator, Delta Rural Systemic Initiative; National Science Foundation, Board of Elementary and Secondary Education, and Board of Regents, (1997-2002, with K. Davidson)

Project Director, Louisiana Systemic Initiatives Program; Regional Partnerships Initiative Project; 1997-1999.

Primary Investigator, Evaluation of the Orange Mound Collaborative; Memphis Plough Community Foundation; (December, 1994-June, 1996).

Co-Director, Minority Teacher Education Pilot Project; Tennessee Higher Education Commission, Nashville, Tennessee, (July, 1993-June, 1994; July, 1994-June, 1995, with C. Chance).

Co-Director, Curriculum Development Project for the National Civil Rights Museum; Memphis, Tennessee, Auto Zone, Inc., (March-July, 1992, with L. Essex)

Co-Director, Dropout Prevention Through the Establishment of Data Based Affirmative Support Systems for At-Risk Students; U. S. Department of Education, Jackson City Schools, Harlandale Public Schools, and the University of Memphis, (November 1989-April, 1991, with C. Chance).

Director, Summer Sports Project: Reading Improvement Component; National Collegiate Athletic Association and the State of Tennessee, Summer, (1986).

Co-Director, Quality of Education in the McNairy County Public Schools; McNairy County Educational Task Force, (July, 1985 with E. Danely).

Principal Investigator, ESL Training Grant, Title VII; Memphis City Board of Education, United States Office of Education and the State of Tennessee, (January, 1981-April, 1981, Renewed June-August, 1981).

Principal Investigator, Shelby County Title I Training/Evaluation Project; Shelby County Board of Education, United States Office of Education and the State of Tennessee, (October, 1980-April, 1981).

Principal Investigator, A Language Experience Approach for Adolescent Pupils, Title I Innovation Programs; McNairy County Board of Education, United States Office of Education and the State of Tennessee, (July, 1979-June, 1980).

Project Director, The Effectiveness of Short Interval Instruction for a Sample of Nine, Ten, and Eleven Year Old Readers; National Collegiate Athletic Association and the State of Tennessee, (Summer, 1978).

Primary Investigator, Utilization and Validation of a Cloze Placement Table; Faculty Research Grant, The University of Memphis and the State of Tennessee, (Summer, 1978).

Director, Training Seminars in Teaching Reading-Writing: For University English Faculty; Center for Instructional Service and Research, The University of Memphis and the State of Tennessee, (April-July, 1977).

Primary Investigator, Summer Sports Project: A Pilot Study for Reading Improvement; National Collegiate Athletic Association and the State of Tennessee, (Summer, 1976).

Primary Investigator, Content Reading Project: Evaluation and Validation Component; United States Office of Education and the State of Tennessee, (Summer, 1976).

Director, Publication of Adult Education Instructional Materials: Training Component; United States Office of Education and the State of Tennessee, (September, 1976).

Co-Principal Investigator, An Analysis of Classification, Semantic Memory, and Reading Comprehension; Seed Grant, The University of Memphis and the State of Tennessee, (September, 1976, with L. McWilliams).

Director, Learning Assistance Project: Accent on Professional Reading Skills; Center for Instructional Service and Research, The University of Memphis and the State of Tennessee, (September, 1976).

Principal Investigator, An Analysis of Field Dependence/Independence and Hypotheses Strategies in Problem-Solving as Predictors of Reading Comprehension Ability; Faculty Research Grant, The University of Memphis and the State of Tennessee, (September, 1975).

Principal Investigator, Inservice Training and Staff Development Project; State Reading Program, State of Tennessee, (1974-1975).

Principal Investigator, An Evaluation of Specific Criteria Used in Determining the Reading Performance Level as Indicated by an Informal Reading Inventory; Faculty Research Grant, The University of Memphis, (January, 1974).

Director, Psycholinguistic Components and the Reading Process, Special Grants Symposium, The University of Memphis and the State of Tennessee, (January, 1974).

Principal Investigator, Evaluation of the Reading Achievement of Students Enrolled in a Competency Based and Traditional College Reading I Improvement Classes; Faculty Research Grant, The University of Memphis, (June, 1973).

Principal Investigator, A Survey to Determine the Priority of Reading Skills as Perceived by Teachers for Use in a Computer-Based Program of Prescriptive Reading Activities; Faculty Research Grant, The University of Memphis, (February, 1973).

Primary Investigator, A Readability Analysis of Frequently Used Adult Basic Education Materials; Tennessee Research Coordination for Vocational-Technical Education, (August, 1972).

Professional Presentations

Rakes, T.A. (2007, February) *Rethinking course development and delivery: Determinates of course delivery strategies*. Paper presented at the Winter Conference of the American Association of State Colleges and Universities, San Antonio, Texas.

Rakes, T.A. (2006, February). *Strategies for filling chair and director-level positions*. Paper presented at the Winter Conference of the American Association of State Colleges and Universities, Charleston, South Carolina.

Rakes, T.A. (2004, January). *Quality assurance*. Paper presented at the Annual Conference of the Southeastern Association for Employment in Education, Memphis, Tennessee.

Rakes, T.A. (2004, February). *Preparing for professional accreditation: Focus on assessment*. Paper presented at the Winter Conference of the American Association for State Colleges and Universities, Tampa, Florida.

Rakes, G.C., & **Rakes, T.A.** (2004, March). *Making technology training effective: Listening to teacher concerns*. Paper presented at the Fifteenth Annual International Conference of the Society for Information Technology and Teacher Education, Atlanta, Georgia.

Rakes, T.A., & Rakes, G.C. (2003, March). *Assessing the results of technology training for preservice teachers*. Paper presented at the Fourteenth Annual International Conference of the Society for Information Technology and Teacher Education, Albuquerque, New Mexico.

Rakes, T.A. (2002, April). *Improving literacy: Ideas for helping students learn to think*. Paper presented at the Jessa Coe Stanford Seminar in Education, The University of Tennessee, Martin, Tennessee.

Rakes, T.A., & Rakes, G.C. (2002, March). *Disinformation, academia, and the Web*. Paper presented at the Thirteenth Annual International Conference of the Society for Information Technology and Teacher Education, Nashville, Tennessee.

Rakes, T.A. (2002, February). *Effective leadership within a context of change: Balancing reality and perception-based challenges*. Paper presented at the Winter Meeting of the American Association of State Colleges and Universities, San Antonio, Texas.

Rakes, T.A., & Rakes, G.C. (2001, March). *Articulating technology needs to administrators*. Paper presented at the Twelfth Annual International Conference of the Society for Information Technology and Teacher Education, Orlando, Florida.

Rakes, T.A., & Kelly, L. (1999, December). *Celebrating the self-study: A comprehensive perspective on planning, reporting, and implementing*. Paper presented at the Annual Meeting of the Southern Association of Colleges and Schools, Atlanta, Georgia.

Rakes, T.A. (1999, June). *Technology-based links to facilitate school-to-work programs in the community*, Paper presented at the Summer Seminar Series, State Licensing Board for Contractors and Boys and Girls Clubs International, Baton Rouge, Louisiana.

- Rakes, T.A.** (1999, April). *Enhancing collaborative relationships: A catalyst for sustaining learning communities*. Paper presented at the Spring Conference of the Tennessee Association for Colleges of Teacher Education, Murfreesboro, Tennessee.
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- Rakes, T.A.** (1998, November). *Building learning communities around the world*. Paper presented at the Annual Meeting of the Contractors Educational Trust Fund, Baton Rouge, Louisiana.
- Rakes, T.A.** (1997, November). *Inclusive accommodations in content areas: Matching needs and options*. Paper presented at the Fourth International Topical Conference on Assessment for the Council for Exceptional Children, Chicago, Illinois.
- Choate, J.S., **Rakes, T.A.**, & Locke, D.W. (1997, June). *Plan to insure quality documentation and exhibits*. Paper presented at the Summer Collaborative Conference sponsored by the National Council for Accreditation of Teacher Education and the American Association of Colleges of Teacher Education, Washington, D.C.
- Choate, J. S., **Rakes, T.A.**, & Locke, D.W. (1997, February). *Insuring quality of life exhibits: The Northeast Louisiana University plan*. Paper presented at the Annual Conference of the American Association of Colleges of Teacher Education, Phoenix, Arizona.
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- Chance, L.H., **Rakes, T.A.**, Smith, L., Ross, S., & Giannangelo, D. (1996, February). *Special considerations for refining alternative licensure programs*. Paper presented at the Annual Conference of the Association of Teacher Educators, St. Louis, Missouri.
- Rakes, T.A.** (November, 1995). *Performance-based assessment across the curriculum*. Paper presented at the Third International Topical Conference on Assessment for the Council for Exceptional Children, New Orleans, Louisiana.
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- Rakes, T.A.**, & Chance, L.H. (1994, November). *Professional development schools: Organizing, implementing, and nurturing real change*. Paper presented at the Eighteenth Annual National Conference of the National Council of States, Charleston, South Carolina.
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- Chance, L.H., & **Rakes, T.A.** (1994, February). *Professional development schools: Implementation without outside funding*. Paper presented at the Annual Conference of the American Association for Teacher Education, Chicago, Illinois.

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- Chance, L.H., & **Rakes, T.A.** (1991, November). *Maintaining quality in teacher education programs at off campus locations.* Paper presented at the meeting of the Southwestern Regional Association of Teacher Educators, Little Rock, Arkansas.
- Rakes, T.A.** (1990, December). *Empowering teachers: A report on positive responses to restructuring the teaching and the language arts.* Paper presented at the meeting of The Tennessee Council of the International Reading Association, Nashville, Tennessee.
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- Rakes, T.A.** (1990, April). *Assessment research: A new age for measuring and interpreting language arts behaviors.* Paper presented at the Annual Conference of the International Council for Exceptional Children, Toronto, Ontario.
- Rakes, T.A.** (1989, May). *Factors affecting the development of reading programs for the 1990s.* Paper presented at the Annual Conference of the International Reading Association, New Orleans, Louisiana.
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- Rakes, T.A.** (1981, March). *A new perspective in reading*. Paper presented at the Spring Conference, The University of Louisiana at Monroe, Monroe, Louisiana.
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- Rakes, T.A.** (1977, April). *Diagnostic strategies for science teachers*. Paper presented at the National Science Teachers Association Conference, Washington, D.C.

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- Rakes, T.A.** (1976, March). *A teacher's perspective on psycho/sociolinguistic implications for language learning*. Paper presented at the Annual Language Arts Conference, National Council of Teachers of English, Atlanta, Georgia.
- Rakes, T.A., & Gotfred, S.** (1975, December). *Measurement of reader preference as related to female aggressiveness or nonaggressive and stereotyped occupational character roles*. Paper presented at National Reading Conference, Tampa, Florida.
- Rakes, T.A.** (1975, October). *Individual skills: Techniques in teaching social studies*. Paper presented at the Memphis City Board of Education, Southwest Area Workshop, Memphis, Tennessee.
- Rakes, T.A.** (1975, October). *Vocabulary techniques for adolescents and adults*. Paper presented at the Kentucky State Reading Conference (pre-convention workshop director and speaker), Murray, Kentucky.
- Rakes, T.A., & Gotfred, S.** (1975, May). *An annotation on simulation and gaming in language learning*. Paper presented at the National Conference of the International Reading Association, New York City, New York.
- Rakes, T.A.** (1975, May). *From Mother Goose to Dr. Seuss: A perspective on motivating reluctant readers*. Symposium presented at the National Convention of the International Reading Association (director), New York, New York.
- Rakes, T.A.** (1975, May). *A perspective on what's happening in reading*. Paper presented at the Spring Conference of the University of Tennessee-Martin Council of the International Reading Association, Martin, Tennessee.
- Rakes, T.A.** (1975, March). *Language development and readiness Abilities for the early years*. Paper presented at the McNairy County Reading Institute, Selmer, Tennessee.
- Rakes, T.A.** (1975, December). *An astrological perspective on learning to read*. Paper presented at the National Reading Conference, Kansas City, Missouri.
- Rakes, T.A.** (1974, November). *Interpreting research: A perspective on languaging*. Paper presented at the Third Southeastern Regional Conference of the International Reading Association Washington, D.C.
- Rakes, T.A.** (1974, October). *Word recognition techniques—Secondary grades*. Paper presented at the Tennessee State Conference of the International Reading Association, Knoxville, Tennessee.
- Rakes, T.A.** (1974, July). *Kinetics: A guide for teaching language skills to adults*. Paper presented at Tennessee State University Reading Conference, Nashville, Tennessee.
- Rakes, T.A.** (1974, June). *Perspectives in reading*. Paper presented at Central State University Reading Conference, Edmond, Oklahoma.
- Rakes, T.A.** (1974, May). *A perspective on adults as tall children*. Paper presented at the Annual Conference of the International Reading Association, New Orleans, Louisiana.
- Rakes, T.A.** (1974, April). *Reading for meaning in children and adults*. Panelist at the Annual Conference of the International Reading Association, New Orleans, Louisiana.

- Rakes, T.A.** (1973, November). *Motivating junior high readers*. Paper presented at the Tennessee State Conference of the International Reading Association, Murfreesboro, Tennessee.
- Rakes, T.A., Lintz, L., & Payton, L.** (1973, November). *An evaluation of the reading achievement of disadvantaged college freshman enrolled in competency-based and traditional college reading improvement classes*. Paper presented at the National Reading Conference, Houston Texas.
- Rakes, T.A.** (1972, November). *Innovative techniques for teaching those same old skills*. Paper presented at the Annual Conference of the Tennessee State International Reading Association, Murfreesboro, Tennessee.
- Rakes, T.A.** (1972, July). *The preparation of readable materials*. Paper presented at the Adult Basic Education Institute, Knoxville, Tennessee.
- Rakes, T.A.** (1972, July). *The reading process: Decoding or meaning*. Paper presented at the Adult Basic Education Institute, Knoxville, Tennessee.
- Rakes, T.A.** (1972, July). *The influence of dialect upon learning to read*. Paper presented at the Adult Basic Education Institute, Memphis, Tennessee.
- Rakes, T.A.** (1972, May). *Creative techniques for teaching adults to read: An introduction*. Paper Presented at the Annual Conference of the International Reading Association, Detroit, Michigan.
- Rakes, T.A.** (1970, July). *Reading and reasoning skills applied to agriculture*. Paper presented at the Agricultural Institute, The University of Tennessee, Knoxville, Tennessee.

College Teaching Experience

405	Student Teaching - Grades 9-12
511	Advanced Studies in Elementary Language Arts and Social Studies
543	Literacy Through Literature-Based Instruction
1201	College Reading and Study Skills
3100	Assessment and Evaluation in Education
3206	Teaching Elementary Language Arts
3280	Teaching Reading in the Elementary School
4242	Developmental Reading in the Elementary School
4243	Corrective Reading in the Classroom
4341	Teaching Adolescent Literature
4344	Teaching Elementary Content Reading
4355	Problems in Teaching General Curriculum
5370	Problems in Adult Education
5970	Instruction Processes of Teaching Reading to Adults
7053/8053	Diagnostic Prescriptive Teaching
7242/8242	Advancing the Teaching of Language Arts
7540/8540	Modern Reading Instruction
7541/8541	Diagnosis of Reading Difficulties
7544/8544	Reading and Study Skills in the Content Areas (also delivered by distance learning)
7546/8546	Teaching Reading to Exceptional Children
7248/8248	Secondary Reading Problems
7800/8800	Practicum in Reading
7809/8809	Reading Research Practicum
7850/8850	Supervision of Student Teaching
7991/8991	Special Problems In Instruction
8997	Research Skills in Instruction and Curriculum Leadership

Dissertation Committees Chaired (21)

- Liu, F. (1999). *A comparative study of perceptions of charter schools through the philosophical beliefs of teachers, administrators and policy makers in the state of Louisiana*. Unpublished doctoral dissertation, The University of Louisiana at Monroe.
- Harris, M. (1993). *The effect of manipulatives on developing mathematics achievement of seventh grade subjects*. Unpublished doctoral dissertation, The University of Memphis.
- Heller, E. (1993). *The effects of attribution retraining on academic performance of upper elementary subjects*. Unpublished doctoral dissertation, The University of Memphis.
- Murphy, T.B. (1992). *How students and teachers interact with materials used in the freshman composition course*. Unpublished doctoral dissertation, The University of Memphis.
- Stephenson, J.M. (1992). *A study of the correlation of locus of control and academic achievement in elementary school subjects during a repeated year*. Unpublished doctoral dissertation, The University of Memphis.
- Layne, D.F. (1992). *An investigation of topical, theoretical and methodological characteristics associated with the teaching of business ethics in the university setting*. Unpublished doctoral dissertation, The University of Memphis.
- Adams, E.F. (1991). *A study of the effects of direct vocabulary intervention on the general comprehension of adult subjects*. Unpublished doctoral dissertation, The University of Memphis.
- Miller, S.F. (1991). *A study of the relationship of mathematics anxiety to grade, intelligence, and gender*. Unpublished doctoral dissertation, The University of Memphis.
- Arellano, E. (1991). *The effect of retelling as an instructional strategy with expository text for nonnative English speakers*. Unpublished doctoral dissertation, The University of Memphis.
- Butler, P.D. (1990). *A study utilizing a type I incidental learning paradigm to increase place name and location literacy in elementary age subjects*. Unpublished doctoral dissertation, The University of Memphis.
- Barton, P.B. (1989). *The effect of uninterrupted sustained silent reading on the attitudes and achievement of elementary children*. Unpublished doctoral dissertation, The University of Memphis.
- Kemp, M.R. (1989). *A study of the influence of children's literature on the moral development of academically talented students*. Unpublished doctoral dissertation, The University of Memphis.
- Hegmon, P. (1988). *Content and readability: Impact on selected textbooks and selected achievement test batteries' subtests*. Unpublished doctoral dissertation, The University of Memphis.
- Manske, D. (1987). *The study of the relationship of preference scores on the Myers-Briggs preference type indicator and the reading comprehension of adult readers*. Unpublished doctoral dissertation, The University of Memphis.
- Sherman, N.J. (1982). *Reading in English: Insights from intermediate E.S.L. adults*. Unpublished doctoral dissertation, The University of Memphis.

Davidson, E.S. (1980). *An analysis of fourth and sixth grade reader performance using cloze tests, group reading inventories, an informal reading inventory and a standardized test*. Unpublished doctoral dissertation, The University of Memphis.

Malone, M.J. (1980). *A comparison of mother's and father's speech to their three-year old sons*. Unpublished doctoral dissertation, The University of Memphis.

Hartman, T.G. (1977). *The relationship among the ability to classify, retrieval time from semantic memory, and the reading abilities of elementary school children*. Unpublished doctoral dissertation, The University of Memphis.

Baber, E.C. (1976). *An investigation of correlations among field dependence-independence, memory, logical thinking tasks, and efficiency in reading comprehension*. Unpublished doctoral dissertation, The University of Memphis.

Harris, M.A. (1976). *Auditory training of learning disabled using Orff music*. Unpublished doctoral dissertation, The University of Memphis.

Neilson, P.J. (1976). *An analysis of attitude toward reading and reading related concepts among elementary students*. Unpublished doctoral dissertation, The University of Memphis.

Professional Affiliations

- American Association of University Administrators
- American Association of State Colleges and Universities
- Phi Delta Kappa

Honors and Leadership Appointments

Member, Tennessee Higher Education Commission Performance Funding Standards Review Committee, 2006-present.

Member, Tennessee P-16 Mathematics Curriculum alignment Committee, 2005-2006.

Recipient, Outstanding Service Award, Tennessee Institute for Pre-professionals, 2006.

Chair, UT Martin Enrollment Management Task Force, 2005-2006.

Chair, UT Martin University Calendar Committee, 2005-present.

Member, Weakley County Tennessee Scholars Steering Committee, 2005-present.

System Representative, Statewide Quality Enhancement Plan Review Committee, Tennessee Higher Education Commission, 2005-2006.

Recipient, Diversity Award, Tennessee Institute for Pre-professionals, 2004-2005.

Member, Tennessee Society, University of Tennessee Foundation, 2004-present.

Member, Nominating Committee, Tennessee College Association, 2004.

Member, Major Field Assessment Sub-Committee, Tennessee Higher Education Commission, 2004.

Member, Editorial Policy Board, *National Forum of Educational Administration and Supervision Journal*, 2002-

present.

Member, Editorial Review Board, *National Forum of Applied Educational Research Journal*, 2000-present.

Member, First State Bank- Martin Community Bank Board, 2003-present.

Member, System Task Force on Consistency of Hiring Procedures, University of Tennessee System, 2003.

Member, Search Committee for Faculty and Administrator Recruitment, University of Tennessee System, 2003.

Recipient, Essence Award for Diversity, University of Tennessee at Martin, January, 2003.

Recipient, 2003 Student Government Summit Award, University of Tennessee at Martin, April, 2003.

Member, Executive Committee, UT Martin Athletics Board, 2002-present.

Recipient, Honorary Alumni Award, The University of Louisiana at Monroe, March 26, 2002.

Recipient, Meritorious Service Award, The University of Louisiana at Monroe, March 26, 2002.

Member, Blue Ribbon Commission on Excellence in Education, Louisiana Board of Regents, 2001-2002.

Co-Chair, The University of Louisiana at Monroe SACS Visiting Committee Response Report and Follow-up Report, 1999-2002.

Executive Editor, *Res Scholaris*, 1999-2002.

Member, Board of Directors, Ouachita Valley Council, Boy Scouts of America, 2000-2002.

Chair, The University of Louisiana at Monroe New Millennium Celebration Planning and Implementation Committee, 1999-2000.

Chair, The University of Louisiana at Monroe University Search Committee for Vice President of Student Affairs, 1999-2000.

Member, Board of Directors, Louisiana Endowment for the Humanities, 1999-2002.

National Consultant, Partners for Excellence in Teacher Education, American Association of Colleges for Teacher Education, 1998-2000.

Member, Northern Lights Governing Board, 1999-2000.

Member, Board of Directors, Northeast Louisiana United Way, 1999-2002.

Member, Monroe Chamber of Commerce Education Task Force, 1997-2002.

Member, Graduate Faculty, The University of Louisiana at Monroe, 1995-2002.

Member, Doctoral Faculty, Louisiana Education Consortium, 1995-2002.

University Representative, Consortium for Education, Research, and Technology, 1997-2002.

Materials and Book Reviewer, *Journal of Reading* and *The Reading Teacher*, June, 1974-1992.

Chair, Title I Program Evaluation Team Lincoln Parish Schools, Ruston, Louisiana, 1997-2001.

Member, The University of Louisiana at Monroe NCAA Self Study Steering Committee on Intercollegiate Athletics, 1997-1999.

Member, The University of Louisiana at Monroe NCAA Subcommittee on Governance and Commitment to Rules Compliance 1997-1999.

Editor, *National Forum of Applied Educational Research*, Spring, 1996-1999.

Advisor, The University of Louisiana at Monroe Chapter, Phi Delta Kappa, 1996-1999.

Member, Louisiana Education Consortium Governing Board, 1995-1999.

Recipient, Distinguished Service Award, Northeast Louisiana Chapter, Phi Delta Kappa, 1999.

Member, Nominating Committee, State Representatives Committee, American Association of Colleges for Teacher Education, 1998-1999.

State Representative, American Association of Colleges for Teacher Education, State of Louisiana, 1997-1999.

Member, The University of Louisiana at Monroe Faculty Athletic Council, Fall, 1997-1999.

President, Louisiana Association of Colleges of Teacher Education, 1997-1998.

Chair, University Division, Greater ULM Annual Fund Campaign, 1997-1998.

Chair, Education Campus United Way Campaign, 1996-1998.

Chair, Louisiana Teacher of the Year Awards Competition, 1997.

Chair, University Task Force on Work Load Policy Development, 1996-1997.

Chair, Publications Committee, American Association for Teaching and Curriculum, 1995-1997.

Chair, University Task Force on Endowed Professor Criteria, 1995-1996.

Senior Member, Advisory Board. Harcourt Brace Jovanovich Reading Program, October, 1986-December, 1991.

Editorial Advisory Board, *Tennessee Reading Teacher*, 1978-1990.

Evaluator, Dissertation Awards Committee. Association for Supervision and Curriculum Development, 1988-1989.

Elected Member, Administrative Board. Belvedere Gardens Association, December, 1986 December, 1989.

Editorial Advisory Board, *Reading Improvement*, May, 1976-1986.

Member, Board of Directors. College Reading Association, 1984-1986.

Editorial Advisory Board, *Bookmark Reading Series*, 1977-1986.

Elected Member, Administrative Board. Yates Village Association, 1984-1986.

Distinguished Researcher, College of Education, The University of Memphis, 1978.

Member, Reading/Communication Resource Centers Committee. International Reading Association, 1977-1979.

Editorial Advisory Board, *Journal of Reading*, International Reading Association, June, 1974- June, 1977.

Member, Tennessee Right to Read Advisory Council. August, 1975-August, 1976.

Feature Speaker for Milady Meets the Professor, The University of Memphis, Fall, 1974.

Senior Scholar Fellowship, College of Education, State University of New York and the International Reading Association, 1974.

President, West Tennessee Council of the International Reading Association, 1974-1975.

Member, Basic Education and Reading Committee of the International Reading Association, 1971-1975.

Member, Publication Committee of the College Reading Association, 1971-1974.

President, West Tennessee Council of the International Reading Association, 1973-1974.

Member, Research Committee of the Adult Education Association of the U.S.A. Commission on Adult Basic Education, 1970-1973.

Member, Task Force to Eliminate Educational Deficiencies for Tennessee Adults, Tennessee Adult Education Association, 1971-1972.

President, Reading Division of the East Tennessee Education Association, 1971-1972.

Vice-President, Reading Division of the East Tennessee Education Association, 1970-1971.

Graduate Assistant, College of Education, University of Tennessee, 1970-1972.

Teacher-Training Fellow, Appalachian Adult Basic Education Demonstration Center, Morehead State University and U.S. Office of Education, 1970.

Service Activities

Efforts in the area of service are described within four categories: 1) involvement in professional associations and professional development and consultation in higher education, 2) professional development and consultation with educational institutions 3) community involvement, and 4) consultation with business and industry.

In addition to a continuous and lengthy record of refereed presentations and publications, along with participation on professional boards and organizations, I have been actively involved in consultation and presentations for professional development and accreditation for more than 40 different institutions of higher education. These include Ball State University, Clemson University, The University of Cincinnati, The University of Connecticut, The University of Florida, Harding University, Delta State University, Grambling State University, Louisiana State University-Baton Rouge, Lander University, Louisiana Tech University, Northwestern State University, The University of Louisiana at Lafayette, The University of Maryland, The University of Memphis, The University of Mississippi, The University of Indiana, Rutgers University, The State University of New York at Buffalo, The University of Southern Mississippi, and Virginia Tech.

During a period from 1972-2000, I conducted an average of 10-12 local training or consultation sessions for teachers, administrators, or businesses per year. I served on curriculum task force committees for six different local city and county or parish school districts and I provided technical assistance for grants, partnerships, and collaborative efforts on more three-dozen different projects since 1990. In 1992, I served as the university liaison for an urban Professional Development School in Memphis, Tennessee.

Involvement in the community has occurred through my church where I served on the Administrative Board and the Pastor Parish Relations Committee. I worked on a local or regional basis in leadership positions with Habitat for

Humanity, Louisiana Endowment for the Humanities, the United Way, Junior Achievement, Memphis and Monroe Chamber's of Commerce, Public Library, and Louisiana Purchase Zoo and Gardens.

Since 1978, I have been associated with eleven different training programs that have been developed for business or nonprofit organizations operating in six different states. Corporate consulting has involved communications improvement and human resources evaluation for hotel, manufacturing, and retail businesses. These include Federal Express Corporation, The Belz Hotel Group, Shoney's Restaurants, Junior Achievement International, and two different daily newspaper groups.

Personal Information

Date of birth: March 6, 1947, Roanoke, Virginia. Married: Glenda C. Rakes, Professor of Instructional Technology, The University of Tennessee at Martin. Children: Karee (27) and Patrick (31).

Initial Reference list for Thomas A. Rakes*

Relationship to applicant

Dr. Bruce Blanding, President

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Colleague
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Colleague and
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(1978-present)

Dr. Paul W. Ferguson

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University of Southern Illinois Edwardsville
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Colleague (1995-
present)

Dr. Randy Moffett, President

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Colleague (1995-
present)

*Reference contacts for individuals at my current place of employment can be made at the discretion of members of the committee. Individual contact of administrators, faculty, staff, students, and community stakeholders is encouraged.