



MEMORANDUM

To: Jared Anderson, Chair, Blount County Commission
Ed Mitchell, Mayor, Blount County Government

From: Greg Wilson, Chair
Bryan Daniels, President & CEO
Industrial Development Board of Blount County & the Cities of Alcoa & Maryville
The Health & Educational Facilities Board of Blount County, Tennessee

Date: June 24, 2026

RE: Board Member Appointment

The Industrial Development Board of Blount County & the Cities of Alcoa and Maryville, Tennessee and The Health & Educational Facilities Board of Blount County, Tennessee, submits for a reappointment, along with alternate candidates to fill the upcoming expiring term of Matt Murray's seat to an additional six-year term. The candidates are ranked in order of preference:

Reappointment:

- Matt Murray, former Professor of Economics, University of Tennessee - Knoxville

Alternate Candidates

- Tracy Queen, General Manager, ICC International
- David Shanks, President, Shanks and Associates

We ask that during the next meeting of the City of Alcoa Commission, you reappoint Matt Murray or select which candidate/s that are approved for appointment to the Industrial Development Board of Blount County and the Cities of Alcoa & Maryville and The Health & Educational Facilities Board of Blount County, Tennessee, for a term of six years.

We have also included biographical information on each candidate for your reference. Your consideration of this request at your next meeting is greatly appreciated.



Matthew N. Murray, Professor of Economics, retired

PRIOR POSITIONS:

Associate Director, [Center for Business and Economic Research](#)
Director, [Howard H. Baker Jr. Center for Public Policy](#)
Director, [Public Administration Major](#) in Economics
Professor of [Economics](#) and Ball Corporation Professor of Business

CONTACT INFORMATION:

phone: (865) 809-1285

EDUCATION:

Ph.D., 1986, Syracuse University
M.A., 1985, Syracuse University
B.A., 1982, University of Northern Iowa

Dissertation: "A Theoretical and Empirical Analysis of Income Tax Evasion and Tax Avoidance"

FIELDS OF SPECIALIZATION:

Public Finance and Public Policy
Labor and Health
Applied Microeconomics

AWARDS:

William B. Stokely Scholar, College of Business Administration, The University of Tennessee, 1995-1997.

Finalist, National Tax Association Doctoral Dissertation Award, 1987.

Jeanne Mattersdorf Award of the National Tax Association, 1985.

ADMINISTRATIVE EXPERIENCE:

Associate Director, CBER (1992-current).
Department Head, Economics 1997-2002.

RECENT ADMINISTRATIVE AND PROFESSIONAL SERVICE:

Member, Provost's Task Force on Program Review, Reallocation and Reduction (2008-09)
Member, Faculty Senate Ad Hoc Legislative Task Force (2008-current)
Board Member, East Tennessee Quality Growth initiative (2008)
Program Co-chair, Annual Conference of the National Tax Association (2008)
Chair, Graduate Council Task Force on Program Closures (2008)
Member, Assistantship Task Force of the Graduate School (2007-2008)
Member, Executive Committee, Blount County Education Initiative (2007-current)
Director, Undergraduate Program in Public Administration (2007-current)
Member, Program Committee, National Tax Association (2007)
Director of Graduate Studies, Economics Department (2002-2007)
Member, University Graduate Council (2003-current)
Chair, University Graduate Council (2006-2008)
Member, Vice Chancellor for Research Search Committee (2007)
Chair, Fiscal Integrity/Long Range Planning Committee, UT Athletics Board (2006-07)
Member, UT Athletics Board (2005-07)
Member, Vice Provost Search Committee (2006)
Member, Director of Graduate and International Admissions Search Committee (2006)
Member, Graduate Studies Thesis Consultant Search Committee (2006)
Chair, Economic Development Board of Blount County (2006-2011)
Member, Industrial Development Board of Blount County Board of Directors (2006-current)
Chair, College of Business Graduate Policies Committee (2005-2006)
Chair, Academic Policy Committee of the Graduate Council (2005-2006)
Chair, Appeals Committee of the Graduate Council (2005-2006)
Member, Program Committee, National Tax Association (2005)
Former member, National Tax Association Board of Directors

TEACHING EXPERIENCE:

Professor, Department of Economics, The University of Tennessee, 1999-2021: Honors Seminar: Taxation of Electronic Commerce; Principles of Economics; Public Finance-Taxation; Intermediate Microeconomics; Graduate Public Expenditure Analysis; Labor Economics; Freshman Seminar on Educational Outcomes and Public Policy.

Associate Professor, Department of Economics, The University of Tennessee, 1993-1999: Public Finance-Taxation; Principles of Economics; Health Care Economics; Graduate Seminar in Public Policy; University Honors (Whittle Scholars)-Introduction to Public Policy; Honors Economics.

Assistant Professor, Department of Economics, The University of Tennessee, 1986-1992: Taxation (graduate); Public Finance-Expenditures; Public Finance-Taxation; Public Finance-Expenditures and Taxation; Labor Economics; Public Expenditures (graduate), Managerial Economics (MBA).

Instructor, Syracuse University, 1983-1984: Intermediate Microeconomics and Principles of Macroeconomics.

Teaching Assistant, Syracuse University, 1982-1983: Principles of Macroeconomics and Principles of Microeconomics.

PRIOR STUDENT SUPERVISION

Dissertations Directed:

Jui-Chi Shen, Paula Dowell, Brian Hill, Laura Ullrich, Amata Diabate, Apichart Daloonpate
Bryan Shone

Dissertation Committee Membership:

Albert Wijeweera, Donna Bueckman, Don Schunk, Michael Kelsay, Russell Dabbs, Kelly
Edmiston, Patrick Poppert, Tom Sadler, Tom Yoder, Pete Maynard, Zhao Dong,
Jill Caviglia, Matt Metzgar, Karie Barbour, Yuki Takatsuka, Sanela Porca, Lydia Zhang,
John Deskins, Tami Gurley, Jill Phillips, Julie Marshall, Panos Kasterides, Ali Al-Nadi,
Kihyun Park, Martin Tackie, Zach Richards

Masters' Theses:

George Raphael (committee member), Jonathan McKernan (chair), Edward Taylor (chair)

Undergraduate Supervision:

Ryan Russell, College Scholars; Jerome Smith, Ronald McNair Program;
Janet Rodriguez, Ronald McNair Program

RECENT EXECUTIVE EDUCATION AND LEADERSHIP INSTRUCTION:

Tennessee Government Management Institute
Tennessee Government Executive Institute
Tennessee Local Government Leadership Program
Leadership Knoxville
Leadership Blount County
Leadership Roane County

INTERNATIONAL EXPERIENCE:

Public Finance Specialist: Tax Policy and Tax Administration in Poland, 1993. USAID
sponsored mission to Poland to evaluate policy and administrative needs of the Ministry
of Finance and local governments.

Public Finance Specialist: Volunteer Association Development, Romania and Bulgaria, March
1992. USIA Project, funded through the Alliance of Universities for
Democracy. Economic and political basis for volunteer associations; role of the public
sector in a market economy; and managerial organization and development.

Public Finance Specialist: Income Tax Noncompliance in Egypt, 1990-1991. USAID Project,
funded through KPMG Peat Marwick. Tax compliance and tax reform in Egypt.

Public Finance Specialist: Jamaica Payroll Tax Project, March 1990. Project funded by USAID
through Georgia State University. Short-term technical assistance relating to sample
design and data collection, March 1990.

Tracy Queen

Leader. Mentor. Advocate.



Tracy Queen, a Maryville, Tennessee native, is the operational and financial leader at the world's leading commutator manufacturer. With a resilient foothold in a male-centric manufacturing industry, her background in education and banking complements her seamless leadership as the CFO and General Manager of ICC International. Tracy's contagious love for her community is felt in her leadership and volunteer work, such as United Way, Chamber of Commerce, and Blount County Habitat for Humanity.

Leadership



CFO + General Manager, ICC International

Since 2010, Tracy has helped ICC International earn its reputation as the leading manufacturer of custom commutators and slip rings for large industrial applications around the world.

Owner and operator, Renovation Queen LLC

Licensed Residential and Small Commercial General Contractor since 2016, passionate about purchasing, remodeling, and reselling homes.



Co-Chair, United Way of Blount County

Extensive involvement with United Way of Blount County since the early 1990s. Highlights include her role as Loan Executive in 1994, contributing to the Industrial Committee, heading the Pacesetters Division, and Co-Chairing the 2023 Campaign with a \$2.2M goal, and as a Board Member.



Chair of the Legislative Committee, Blount County Chamber of Commerce

Actively engaged since 2019, Tracy has helped the Chamber of Commerce achieve sustainable growth, notably as a Membership Drive Chair, 2020 – present Chamber Board Member, and Chair of the Legislative Committee for 2023.



Board Member, Blount County Habitat for Humanity

Since 2013, Tracy has served in numerous capacities, including serving on the committee to develop the organization's strategic plan, fund raising and event planning, and chairing the Women's Build for nine years.

Community Involvement

- Blount County Food Connection
- Maryville Bicentennial Memorial Fund Drive
- Quad-Plex rehab project for Family Promise
- Tommy Hatcher Charity
- United Way of Blount County
- New Hope, Blount County Children's Advocacy Center

Early Career

Executive Vice President, BB&T

Managed a \$30MM+ loan portfolio and associated relationships, addressing comprehensive financial, insurance, and planning requirements for business owners, while conducting in-depth financial analysis for banking decisions.

Vice President, Citizens Bank of Blount County (CBBC)

Relationship manager, credit officer and branch manager. Responsible for all operations of branch office, including the continued growth of market share for all services.

Graduating with Honors from...

- The BB&T Banking School at Wake Forest University, 2007
- The Southeastern School of Commercial Lending at Vanderbilt, 1996
- Maryville College, 1995
- The Southeastern School of Consumer Credit at Vanderbilt, 1994

DAVID SHANKS

REAL ESTATE PROFESSIONAL



PROFILE

I am a commercial real estate appraiser, broker, and developer with 22 years experience.

CONTACT

(865) 919-0758

215 Ellis Avenue, Maryville, TN

David@shanksrea.com

www.shanksrea.com

WORK EXPERIENCE

Commercial Real Estate Appraiser/Developer

- Assisted our clients in over \$10 billion of real estate transactions
- 300,000+SF Real Estate Holdings

EDUCATION

Appraisal Institute

- Designation Obtained: MAI
- Date: January 2011

Cumberland College

- Degree Obtained: Psychology
- Graduation: May 2001

COMMUNITY

- Harbours Gate Board Member
- Fairview Church Trustee and SPR
- MHS Athletic Board Member
- TN Chapter of Appraisal Institute PR Chair