

36th Annual Tennessee Labor-Management Conference



***Transforming Labor-Management Relations
Through Innovation and Best Practices***

August 17 – 19, 2026

**Embassy Suites
Murfreesboro, Tennessee**

Monday, August 17, 2026	
7:30 a.m. to 4:00 p.m.	Registration Golf and Bowling Registration are Available (Registration Desk) (Name Badges should be worn at all events.)
7:30 a.m. to 8:00 a.m.	Breakfast Buffet (Location: Conference Center Oakleigh ABC)
8:00 a.m. to 9:15 a.m.	Annual Tennessee Labor-Management Prayer Breakfast (Location: Conference Center Oakleigh ABC) Welcoming Remarks Kim LaFevor, President Tennessee Labor-Management Foundation Invocation Posting of the Colors Y-12 Fire Department Honor Guard CNS Y-12 National Security Complex National Anthem Prayer Breakfast Speaker Common Ground: Finding Unity, Purpose, and Partnership in time of Change Introduction by: Kim LaFevor Melva Tate Tate & Associates
9:15 a.m. to 9:30 a.m.	Break / Networking
9:30 a.m. to 10:30 a.m.	Door Prizes (Must be present to win.)
	Uncommon Collaboration in Labor Management Relations Introduction by: (Location: Conference Center Oakleigh ABC) Mark Kenny Hippo Solutions
10:30 a.m. to 12:00 p.m.	Lunch On Your Own
12:00 p.m. to 12:45 p.m.	Door Prizes (Must be present to win.)
	Challenges New Tech is Presenting to the World of Work, Workers, and Management Introduction by: (Location: Conference Center Oakleigh ABC) Joe Estey, Sr., Senior Performance Improvement Specialist Lucas Engineering and Management Services

Monday, August 17, 2026 (CONT.)	
12:45 p.m. to 1:15 p.m.	Cyber Security: Challenges and Preparedness Introduction by: Katie Waldrop (Location: Conference Center Oakleigh ABC) Matthew Lindsey, Lead - Defensive Cyber Operations Group Oak Ridge National Laboratory
1:15 p.m. to 1:45 p.m.	Technology in the Workplace Introduction by: A. J. Starling (Location: Conference Center Oakleigh ABC) Antonio Adams Chief Operating Officer City of Memphis
1:45 p.m. to 2:00 p.m.	Break / Networking
2:00 p.m. to 2:45 p.m.	Door Prizes (Must be present to win.)
	Burnout Isn't a Personal Problem: Rethinking Employee Well-Being at Work Introduction by: Kim LaFavor (Location: Conference Center Oakleigh ABC) Cassie Shropshire, MS, LPC-S, NCC Save It for Therapy, LLC
2:45 p.m. to 3:30 p.m.	Is Your Organization 'Safety Culture' Ready?: Decoding Cultural Maturity (Location: Conference Center Oakleigh ABC) Dr. John W. Wells, Jr. EdD, MS, CSP, CMIOSH ESH Consultant, Assistant Professor Athens State University Dr. Bill Murray, EdD, MS, CSP Board Certified Professional
3:30 p.m. to 3:45 p.m.	Break / Networking
3:45 p.m. to 4:15 p.m.	Door Prizes (Must be present to win.)
	Nashville MC3 Apprenticeship Readiness Program Introduction by: Billy Dycus (Location: Conference Center Oakleigh ABC) Sam Petschulat, MC3 Coordinator Nashville Central Labor Council
4:15 p.m. to 5:00 p.m.	Pioneer Award Introduction by: Bill Robbins (Location: Conference Center Oakleigh ABC) Enhancing the Labor-Management Partnership in Tennessee Through Innovation Consolidated Nuclear Security Y-12 National Security Complex
5:00 p.m. to 7:00 p.m.	Break / Networking

Monday, August 17, 2026 (CONT.)	
7:00 p.m. to 9:00 p.m.	Tennessee Labor-Management Conference Scholarship Banquet (Location: Conference Center Oakleigh ABC) Welcoming Remarks Kim LaFevor Tennessee Labor-Management Foundation President Blessing of the Meal Victor Graves Insulators Local 52, ORNL Health & Safety Representative 2026 Senior Sponsorship / Participant Recognition Presenter: 2025 & 2026 Scholarship Award Presenter: Tyler Robbins Following the Banquet, there will be a presentation of the movie <i>A Life and Legacy: Lilly Ledbetter Fair Pay Act</i>. Anyone interested in viewing this movie is welcome to attend. There will be a second opportunity to view this movie on Tuesday afternoon while others are participating in the bowling and golf activities.
Tuesday, August 18, 2026	
8:00 a.m. to 9:00 a.m.	Mindful Leadership in Negotiating: Stories and Lessons Learned by UAW and Labor Relations Leaders Ford Motor Company (Location: Conference Center Oakleigh ABC) Gail Southwell, PhD, Executive Coach, Author Ford Motor Company Labor Relations (retired)
9:00 a.m. to 9:45 a.m.	Building a Future Ready Workforce (Panel Forum) (Location: Conference Center Oakleigh ABC) Jason Thrasher, HR Director SimTech Mallory Watkins, Vice President Listerhill Federal Credit Union
9:45 a.m. to 10:00 a.m.	Break / Networking
10:00 a.m. to 10:30 a.m.	Employment Law Update: What you Need to Know Introduction by: (Location: Conference Center-Oakleigh ABC) Dr. Tina Camba, J.D. PhD. Athens State University Dan Gilmore, J.D., Founder Squire Strategies
10:30 a.m. to 11:00 a.m.	Not If, but When: Best Practices and Application of AI in Today's Workplace Introduction by: (Oakleigh C) Dr. Tammie Bolling, Technology Faculty Pellissippi State Community College

Tuesday, August 18, 2026 (CONT.)	
11:00 a.m. to 12:00 p.m.	Lunch On Your Own
12:00 p.m.	Golf – Old Fort Golf Course Bowling – Main Event Movie/Popcorn – Hospitality Room
Dinner On Your Own, Enjoy Murfreesboro!	
Wednesday, August 18, 2026	
8:00 a.m. to 8:45 a.m.	Door Prizes (Must be present to win.)
	Stirring the Alphabet Soup - Changes at the NLRB, EEOC and DOL Impacting HR and Labor (Location: Conference Center Oakleigh ABC) Mike Perkins, CEO Frontline HR
8:45 a.m. to 9:15 a.m.	Federal Mediation and Conciliation (FMCS) Services Update Introduction by: (Location: Conference Center Oakleigh ABC) David Rose, Commissioner FMCS Beth Schindler, National Representative, FMCS
9:15 a.m. to 9:45 a.m.	OSHA Update Introduction by: (Location: Conference Center Oakleigh ABC) Christian Torres OSHA
9:45 a.m. to 10:00 a.m.	Break / Networking
10:00 a.m. to 11:30 a.m.	Door Prizes (Must be present to win.)
	Arbitration Topics Discussion Introduction by: Location: Conference Center-Oakleigh ABC Violence in the Workplace Arbitrator Mark C. Travis Arbitrator Bradley A. Areheart
11:30 a.m. to 11:45 a.m.	Passing of the Gavel Conference Wrap-up (Location: Conference Center Oakleigh ABC) Kim LaFevor, President Chris O/Keefe, President-Elect TLMF TLMF

Following the wrap-up, stick around for presentation of Golf, Bowling, & Door Prizes and the 50/50 Raffle!!!

Have A SAFE TRIP HOME!!



Keep updated on events by finding us on-line and on Facebook:

On-line: <http://www.tlmf.us>

Facebook: <http://www.facebook.com/tnlmf>

2026 Speaker Bios



Antonio Adams
Chief Operating Officer
City of Memphis

Antonio Adams was appointed Chief Operating Officer on August 6, 2024. Mr. Adams previously served as Interim Chief Operating Officer from January 2024 through August 2024. Mr. Adams has served in multiple roles during his 19-year tenure at the City, including Equal Employment Opportunity/Labor Relations and ADA Compliance Coordinator, Deputy Director of General Services, General Services Director, Interim Total Rewards Officer, and Deputy Chief Operating Officer. Mr. Adams also previously led the Memphis-Shelby County Joint COVID Taskforce Emergency Response Team (ESF-7) and led the installation of Continuous Improvement and Lean Process methodology for cross-functional teams.

Mr. Adams holds a Bachelor of Science degree from East Tennessee State University, a Master of Science degree in Sociology from Middle Tennessee State University and a Juris Doctorate degree from Thomas Cooley Law School.



Tammie Bolling, PhD.
Computer Information Technology Chair
Pellissippi State Community College

Dr. Tammie Bolling is a tenured professor and holds the Computer Information Technology Chair position at Pellissippi State Community College (PSCC) in Knoxville Tennessee (USA). She is a 2022 Fulbright recipient to Atlantic Technological University in Ireland, where she was a guest lecturer in Digital Healthcare, Master of Research True Research, Big Data Analytics, BSc (Hons) Healthcare Innovations and Technology programs, consulting with various organizations, conducting research, and guest speaking at other universities in Ireland. Dr. Bolling is also a PSCC Mobile Fellow and an avid mobile technology researcher. She has previously designed various courses to be delivered via mobile technologies. Dr. Bolling constantly reviews and tests technologies to be used in a wide variety of instructional and business settings.



Joe Estey

Senior Performance Improvement Specialist

Lucas Engineering and Management Services

Joe Estey has over 40 years' experience training and consulting first line workers, foremen, supervisors, department managers and executives in Human Performance Improvement and effective leadership and management principles and practices. He works routinely with forest management and paper production, nuclear materials and chemical manufacturing, food processing, power generation and transmission, engineering, and construction companies and public agencies. Joe has been awarded three National Public Service Outreach Awards from the White House Leadership Executive Council from two Presidential

administrations. His book, the Tomorrow Tapestry: Life Woven on the Fabric of Change (2003) was one of Publish America's Best Selling business books in 2008. Joe has been honored to work with like-minded professionals from a variety of industries and interests while serving on the Board of Directors for the Community of Human and Organizational Learning the past five years.



Mark Kenny,

Principal-Hippo Solutions

Keynote & Strategist

You don't need another team-building or communication session. You need someone who actually helps teams work better together. Mark Kenny is a former software company founder who saw organizations try to solve collaboration problems with systems and tools, while the real issues were happening in how people and teams worked together. Now, Mark helps organizations and teams realign and move forward together again, especially when pressure is high and uncertainty is normal. Through highly interactive keynotes, retreats, and leadership experiences, Mark helps teams experience practical, human, immediately usable shifts in how they communicate,

collaborate, and move forward together. Rather than teaching models in isolation, Mark uses them as tools in service of real conversations, clearer decisions, and healthier ways of working together. Everything he brings into the room is designed to be practical, usable, and relevant to the challenges leaders are facing. Mark is also an author, sharing practical insight on teamwork and collaboration grounded in real-world leadership experience.



Dr. Kim LaFevor, TLMF President Elect
Full Professor of Business and Human Resources Management
Athens State University
Athens, Alabama

Dr. Kim LaFevor has spent 41 years between dual career paths in the automotive industry and higher education. Although she entered the workforce at the age of 15 while attending high school, as a daughter of a UAW union organizer and district committeeman, she followed in her father's footsteps beginning her adult working career with General Motors at the age of 21. This career was launched as a Operations Technician and UAW member at Saginaw Steering Gear in Athens, Alabama as a CNC operator machining axle housings. Early in this career and after a transfer to the Saturn-GM Manufacturing complex under construction in the late 1980s and her completion of both bachelors and masters degrees in human resources, she was mutually encouraged by UAW leadership and GM Management to move into a management position in labor relations.

Her automotive career spanned over 21 years and included progressively responsible positions in labor relations, including multiple roles for Saturn GM Manufacturing to include Organizational Development Consultant, People Systems Training Leader, Leadership Development Advisor, Labor Relations Manager, and the last 7 years of her GM career as Plant Personnel Director Sales, Services & Marketing for Saturn Service Parts Operations in Spring Hill, Tennessee. As a first-generation college graduate, she decided to leave General Motors and retire in 2005 from a thriving career in the automotive industry. She describes this move to this second career in higher education as a step to "pay it forward" by serving a central role in preparing pipelines of human resource leaders who would best understand the value proposition of effective labor-management relations for collaborative cultures and sustainable organizations.

As of this year in 2025, Dr. LaFevor is in her 34th year in higher education. This career began on a part-time basis concurrently while working for General Motors and then transitioned to full-time the last 20 years following her GM retirement. She has taught at associate, bachelors, masters and doctoral levels, specializing in the areas of advanced human resource practices, labor relations and employment law, business strategy, leadership, and diversity and inclusion. She presently serves as a Full Professor of Business and Human Resources Management at Athens State University in Athens, Alabama and also has been a regular and special lecturer for universities and HR programs across the United States, including work she has done for Tennessee-based universities and the Tennessee Board of Regents.

Prior to her present faculty role at Athens State University, she also served in several capacities in higher education to include roles as Global Envoy for International University Initiatives, Interim Vice President of Global, Corporate, and Community Relations, Special Envoy to India, Senior Executive to the President for Strategy & Innovation, Interim Vice-President of Academic Affairs, Dean for the College of Business, as well as Department Chair, HRM & Management of Technology. She has also concurrently served as a business consultant to Fortune 500 and mid-size to small businesses, both profit and non-profit, alike helping to reshape workplaces and talent pipelines. She is an ACBSP Site Accreditation Chair and Accreditation Mentor to newly accredit or lead to university business school reaccreditation at colleges and universities both in the United States and all over the world. Collectively, this aforementioned work allowed her to

guide efforts towards innovation and reimagining the academe for positive change for the benefit of students and employers alike.

LaFavor is a widely recognized thought leader in HR and has authored HR articles in both peer reviewed journals and practitioner-based publications, including those published in the International Journal of Business Excellence, Strategic Management Quarterly, International Journal for Enterprise Information Systems, Technology Interface Journal, HR Professionals Magazine, as well as several other local publications, such as HR Alabama Magazine and AL.Com. She has also served as a reviewer for human resource, labor relations, and employment law textbook publishers and professional publications for over two decades.

A native of Detroit, Michigan, LaFavor has a Bachelor of Science Degree with dual majors in Psychology and Industrial and Personnel Psychology, a Master's of Science Degree in Human Resources Management, and a Doctorate of Business Administration with dual majors in Management and Education. She holds certification as a GM Internal Development Consultant through the UAW-GM Human Resource Center and holds professional HR certifications through the Human Resource Certification Institute (HRCI) as a Senior Professional in Human Resources (SPHR), a Certified Human Capital Management Qualified Advisor (HCMQA) and Senior Certified HR Professional (SHRM-SCP) with the Society for Human Resource Management (SHRM), and a Public Sector Human Resources Professional Senior Certified Human Resource Professional (PSHRA-SCP) through the Public Sector Human Resources Association (PSHRA), along with other industry certification and credentials.

LaFavor has been heavily engaged in professional organizations and civic roles to include President for the Tennessee Employee Relations Research Association (TERRA) for two different terms, State Director-College Relations for the Alabama Society for Human Resource Management (AL-SHRM), Board Member & Legislative Officer-Shoals Society for Human Resource Management (Shoals SHRM), Foundation Chair for the Tennessee Valley Chapter of SHRM, Advisory Council for Cyber Huntsville, President for the Alabama Association for Higher Education in Business (AAHEB), Labor Employment Relations Association (LERA) University Dean Council of Industrial Relations and Human Resource Programs (UCIRHRP), Board Member with the Alabama Labor Employment Relations Association (AL-LERA), Accreditation Council for Business School Programs (ACBSP) National Legislative Affairs, National SHRM Advocacy Team, and several roles with the Tennessee Labor Management Foundation over the past decade to include Advisory Council, Board Member and now President-Elect.



Mike Perkins, J.D.
Frontline HR

Mike is a versatile, “in the trenches” Legal, HR and Labor Relations professional who has worked as an internal leader and as an outside consultant helping companies build productive, engaged and legally compliant workplaces. Mike’s easy-going, “people-first” approach helps him develop strong relations with employees and managers at all levels. He also has the unique ability to maintain respectful, trust-centered relationships with union officials and representatives despite the often adversarial

nature of the bargaining and grievance process. He is a credible and effective communicator, negotiator, trainer, and strategist. Mike's extensive background in law, HR, labor relations, mediation and leadership training make him adept at leading organizations through all aspects of the people management spectrum.

As an employment attorney, HR executive, corporate employee relations manager in the rail manufacturing and service industry, and as a successful employee and labor relations consultant and trainer for manufacturing, government contract services, logistics, tech, medical, non-profit, professional, retail, hospitality and service companies, Mike has counseled and trained hundreds of owners, managers and supervisors around the country and abroad on how to lead more effectively in any work environment. Mike is also an experienced workplace investigator. He has conducted hundreds of workplace investigations for many well-known private and public companies, as well as non-profit organizations, on a wide range of issues including discrimination, harassment, whistleblower claims, workplace threats and violence, employee theft, wage and hour issues, and more. Mike is a certified EEO investigator, a member of the AAA Workplace Investigations Panel and a member of the Association of Workplace Investigators (AWI).

Mike is a licensed attorney (FL), a Senior Certified Professional in Human Resources (SHRM-SCP), a John Maxwell Certified Coach, a Certified EEO Investigator and a Certified Circuit Civil Mediator (FL) and Registered Mediator (AL). His greatest accomplishments and blessings are his 43-year marriage to Kim, three grown (self-sufficient) children and two wonderful grandchildren.



Cassie Shropshire, MS, LPC-S, NCC
Save It for Therapy, LLC

Heart Encourager. DEI Advocate. Counselor. Disability Employment Specialist. Trainer. Public Speaker. Wearer of many hats with one common goal: To lift others up and watch them succeed.

Cassie Shropshire is a Certified Rehabilitation Counselor and Licensed Professional Counselor in the state of Alabama. She has been employed with the Alabama Department of Rehabilitation Services (ADRS) since 2014. She has worked as a Vocational Rehabilitation Counselor and currently works as Business Relations Consultant with the agency. As a Business Relations Consultant for ADRS, Cassie serves as a bridge for employers, helping connect them with qualified applicants with disabilities. Cassie has partnered with many businesses to afford job seekers with disabilities with training, employment opportunities, and workplace accommodations. Cassie also provides disability-related trainings to employers to help make the workplace more inclusive and accessible.

Cassie is the owner of Save It for Therapy, LLC: a counseling practice rooted in self-love and care. Cassie provides mental health counseling with a focus on depression, anxiety, self-esteem, workplace stress, relationship issues, etc. In her private practice, Cassie provides mental health and DEI trainings for professional development and public awareness. Her life motto is to leave people better than you found them.

Cassie is a proud graduate from Alabama A&M University where she received a Bachelor of Arts degree in Psychology and a Master of Science degree in Counseling Psychology with a concentration in Rehabilitation Counseling.



Dr. Melva Tate, PHR,CLC, AIC
Human Capital Strategist, TEDx Speaker, and Award-Winning Business Leader

Dr. Melva Tate is a Human Capital Strategist and serves as the President/CEO of the award-winning company, Tate & Associates, where she oversees three dynamic divisions: Strategic HR Partnerships, Tate Sports Strategies, and Melva Tate Speaks. Her firm delivers customized services in strategic planning, human resource consulting, business compliance, board governance, training & development, leadership and career coaching, and executive talent search to leading companies, universities, and nonprofit organizations across the United States and internationally.

Dr. Tate is a TEDx Speaker, best-selling author, credible activist, serial entrepreneur, and networking “Diva.” She is widely recognized for her ability to build and nurture authentic connections, living her mantra of “***Building Relationships Where Relationships Matter!***” With more than 30 years of proven industry experience, Melva brings creativity, strategy, and energy to every engagement. She infuses her enthusiasm for business, human resources, and career development with her passion for helping organizations thrive and empowering individuals to secure and enjoy the job of their dreams.

Before launching her firm in 2008, Melva served as the Director of HR & Administration for two start-up organizations, where she successfully leveraged her academic foundation and credentials: B.S. in Human Resource Management, Executive MBA, Ph.D. in Business Administration & Entrepreneurship, Professional in Human Resources (PHR), and Certified Life Coach (CLC). Most recently, she added certifications in DiSC Assessments for Teams and Artificial Intelligence Consulting, expanding the depth of expertise she brings to clients. Her thought leadership is featured in leading publications including *HR Magazine*, *Black Enterprise Magazine*, and the *Birmingham Business Journal* on careers, leadership, diversity, workforce development, and strategic initiatives. She has received numerous accolades for her professional excellence and community service. Among them, she treasures most her Navy Achievement Medal for commendable military service and the Presidential Lifetime Achievement Award for volunteerism.

Known internationally as an engaging speaker and captivating facilitator, Dr. Tate combines humor, interactivity, and practical insight in her keynotes and workshops. Her audiences leave inspired, energized, and eager to apply what they’ve learned. After every session, she welcomes each handshake, hug, and follow-up with her signature appeal: “***Let’s Stay Connected.***”

Favorite Sayings: “Hey Y’all,” “Put In The Work,” and “This Too Shall Pass.”

Purpose: Connector **Superpower:** Fixer **Kryptonite:** Impatience

Safety Culture Panel

Dr. John W. Wells, Jr., EdD, MS, CSP, CMIOSH
EHS Consultant
Assistant Professor, Athens State University

Dr. Wells holds a Bachelor's and a Master's of Science in Safety Management from Murray State University, coupled with a Doctorate in Educational Leadership from Union University, Jackson, Tennessee. Credited with the first-ever multi-generational research on moral and ethical decision-making among Safety Professionals (2012), having over thirty years in EHS management (Texaco, Goodyear, and more...) in manufacturing, petroleum, and chemical industries, experienced with OSHA's VPP, BST, Dow's Safe Working Styles, DuPont's STOP, along with numerous other programs. As a speaker, author, and practitioner, I continue to evolve my global philosophies, helping companies build sustainable safety cultures.

Dr. Bill Murray, EdD, MS, CSP
Board Certified Safety Professional

Dr. Murray has a bachelor's and a master of science in Safety Management from Murray State University, coupled with a Doctorate in Educational Leadership from Maryville University, St. Louis, MO. A Certified Safety Professional with extensive experience in Environmental Health & Safety (EH&S). He is an award-winning safety leader with a proven performance record and comprehensive knowledge of regulatory compliance. A skilled behavior-based safety professional with passion and dedication to meet challenges associated with developing a habit-strength performance that brings value to an organization. While completing his Doctorate in Educational Leadership, Bill focused on groundbreaking research and the application of Locus of Control within the Safety Profession, discovering why clients plateau in their safety culture endeavors while creating solutions to address those hurdles. Bill has a broad-based background with measurable success in the Chemical, Manufacturing, Food & Beverage, and Energy sectors.

Employment Law Panel



Dr. Tina Camba, PhD, JD, SHRM-CP, PHR

Dr. Camba is an Assistant Professor of Human Resource Management at Athens State University, where she brings a dynamic blend of legal expertise, executive leadership experience, and academic scholarship to the classroom. Before transitioning into academia full time, she practiced law as a labor and employment attorney, representing educators and employees in a wide range of workplace matters. As a member of the Tennessee Staff Organization, she negotiated wages and employment terms directly with executive leadership, gaining firsthand insight into the complexities of labor relations and the foundations of effective employment relationships.

Her discovery of the strategic power of Human Resources led her to a distinguished career in HR leadership across the public, private, nonprofit, and higher education sectors. She has served in multiple executive roles, including Executive Vice President of Human Resources for a private company and Chief Human Resources Officer for the City of Chattanooga. She also led Total Compensation at the University of Tennessee at Chattanooga. She has successfully negotiated collective bargaining agreements with employee represented groups, including the Service Employees International Union (SEIU). Throughout her career, she has managed multi state HR teams and guided organizations through complex labor, employment, and organizational challenges.

In academia, Dr. Camba teaches courses in Human Resources, Business Law, and Ethics, and has served as an instructor for HR Certification Exam Prep programs. She is an active researcher, HR consultant, and freelance writer, committed to advancing the fields of labor relations, HR strategy, and workplace ethics. She is the College Relations Director for Southeast Tennessee Society for Human Resource Management (SHRM). She also serves as Co Advisor to the Athens State University SHRM Student Chapter, supporting students in their professional development and encouraging engagement in the HR community.

Dr. Camba holds a Bachelor of Arts in English from the University of California, Berkeley; a Master of Public Policy in Education and Labor Policy from Vanderbilt University; a Master of Business Administration in Management from Southern Adventist University; a Juris Doctorate in Labor & Employment Law from the University of San Francisco School of Law; and a PhD in Business Administration from the University of South Alabama. She is SHRM CP and PHR certified and is a Rule 31 Trained Mediator.

Her professional memberships include the Academy of Human Resource Development, Academy of Management, Southern Management Association, Society for Experiential Education, Southeast Tennessee SHRM Chapter, National SHRM, the Tennessee Bar Association, and the American Bar Association. She has served on the Board of Directors for the Southeast Tennessee SHRM Chapter as the Communications Director and the College Relations Director.



Dan Gilmore, J.D.
Founder-Squire Strategies

Dan graduated from Baylor University and Baylor Law School before serving as a Judge Advocate in the U.S. Marine Corps. As chief trial counsel at Marine Corps Air Station Cherry Point, North Carolina, he received the Navy Commendation Medal for meritorious legal service.

Dan entered private practice in Chattanooga in 1990 with Miller & Martin PLLC. During nearly twenty years with the firm's labor and employment practice group, he advised management at companies of all sizes, including Coca-Cola Enterprises (CCE), the firm's largest client. In 1996, Dan was selected as captive counsel for CCE's West Group in Los Angeles, where he managed labor and employment matters across 14 states. After ten years in that role, he returned to Miller &

Martin's Nashville office before joining Chambliss, Bahner & Stophel, P.C. in Chattanooga in 2009.

Licensed to practice in Tennessee, California, and Texas, Dan has represented employers in state and federal courts and before administrative agencies. His experience includes equal employment opportunity matters, management and employee training, alternative dispute resolution, and traditional labor law, including representation elections, arbitrations, and collective bargaining agreement negotiations and administration.

Dan remains actively engaged in supporting entrepreneurs and the business community. He serves as an instructor for the Tennessee Small Business Development Center, the Better Business Bureau's Business Breakthrough Accelerator, and Proof Incubator's Tennessee Statewide Food & Beverage Accelerator. He also mentors entrepreneurs through The Company Lab and serves as an instructor and advisor for the University of Tennessee at Chattanooga's Veterans Entrepreneurship Program. As an adjunct professor at UTC's Gary W. Rollins College of Business, he teaches Government Regulation of Human Resource Management and Labor Relations and Negotiations.

Dan has held leadership roles with numerous community organizations, including the Chattanooga Area Chamber of Commerce, Girls Inc. of Chattanooga, and the Chattanooga Regional Manufacturers Association.

In 2013, Dan founded Squire Strategies with a mission rooted in the traditional role of the squire—to protect and support the knight – which Dan applies to his clients. He helps companies avoid costly litigation, improve workplace effectiveness, and build stronger organizations through proactive, practical employment strategies.

Arbitrator Bios



Mark C. Travis
Travis ADR Services, LLC

Mark Travis practiced labor and employment law for 25 years before becoming a full-time neutral in 2009, and thereafter served as Director of the Tennessee Labor-Management Center. Mr. Travis is a member of the National Academy of Arbitrators and serves on the neutral panels of the Federal Mediation and Conciliation Service, the American Arbitration Association, and as an administrative law judge for the U.S. Equal Employment Opportunity Commission.



Bradley A. Areheart
Professor of Law
University of Tennessee

Brad Areheart is a Professor of Law at the University of Tennessee, where he teaches contracts and all of the labor and employment courses at the law school. He is also an experienced labor and employment arbitrator. Prior to his time as a law professor, he worked in commercial litigation for half a decade at the law firms of DLA Piper and Jenner & Block. Professor Areheart has written extensively on labor and employment law, especially in the areas of gender, sex, race, ethnicity, religion, age, disability, genetics, and pregnancy.