

Chancellor Search

The University of Tennessee invites applications and nominations for the position of Chancellor at the University of Tennessee at Martin. This position is appointed by the President of the University of Tennessee. The expected appointment date is January 1, 2017.



University Profile

From the time of its founding in 1900 as Hall-Moody Institute, through the establishment in 1927 of the University of Tennessee Junior College, to today's status as a comprehensive Masters I level public university, the University of Tennessee at Martin is committed to preparing students for success in the global economy.

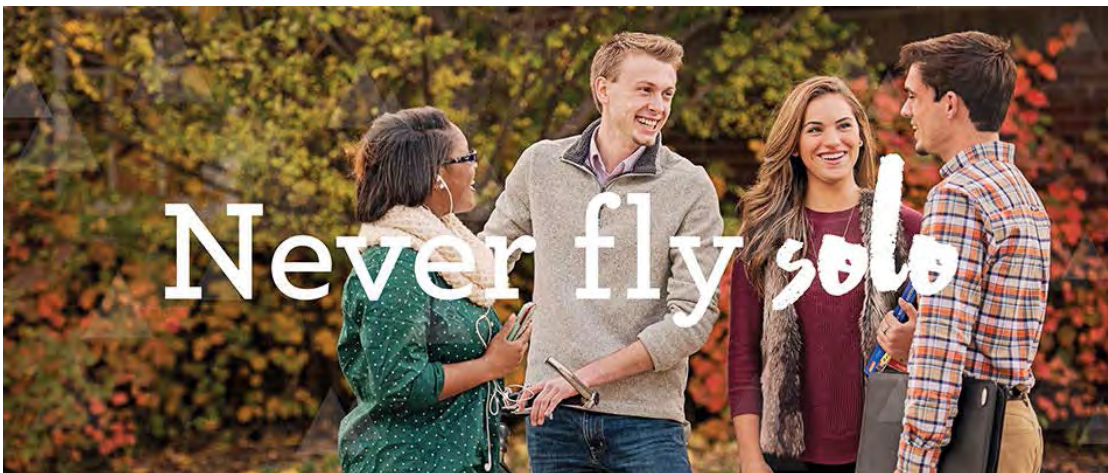
The University is the major public university in West Tennessee committed to serving the entire geographical region. The main campus is located in Northwest Tennessee about 125 miles northeast of Memphis, 150 miles northwest of Nashville and 60 miles north of Jackson. The university consists of 48 buildings on a 250-acre main campus and 680 acres of teaching and research lands.

Extended-campus teaching centers in Jackson, Parsons, Ripley, Selmer, and Somerville, and dual-enrollment course offerings in Tennessee high schools, bring UT Martin academic programs to people across West Tennessee. UTM is the only University of Tennessee degree-granting institution with educational outreach centers. In addition, UT Martin is the largest provider of online education in the University of Tennessee system, offering high quality online programs for both undergraduate and graduate education. Several of the online programs rank in the Top 50 in the nation.

UT Martin is one of five primary degree-granting institutions in the University of Tennessee system (Knoxville, Chattanooga, Tullahoma, Memphis, and Martin). The University of Tennessee is led by the University President and governed by its Board of Trustees. The Chancellor is the Chief Executive Officer of the University of Tennessee at Martin and serves on the University of Tennessee leadership team, reporting directly to the President. This position is appointed by the President and elected by the University Of Tennessee Board Of Trustees.

We embark on this national search for the university's next chancellor secure in the knowledge there is tremendous potential for growth and innovation. Our long history of success demonstrates the importance of our mission, the value of innovation, the positive impact of new leadership, and the campus community's willingness to embrace change.

We are committed to a search process that will engage the diverse constituencies of students, faculty, staff, and community members. Our goal is to identify a leader who can confidently embrace and promote all that lies at the heart of our endeavor, who is prepared to move us to higher levels, building upon a strong foundation.



Overview

The Role of the Chancellor

The University of Tennessee at Martin is one of the primary campuses of the University of Tennessee. The Chancellor is the Chief Executive Officer of the university. The Chancellor's staff includes the Provost and Vice Chancellor for Academic Affairs, the Vice Chancellor for Student Affairs, Vice Chancellor for Finance and Administration, Vice Chancellor for University Advancement, Director of University Relations, Executive Director of Enrollment Services and Student Engagement, Director of Equity and Diversity, Chief Information Officer, and Director of Intercollegiate Athletics.

The Chancellor serves on the University of Tennessee leadership team, reporting directly to the President. This position aggressively promotes continued development of its academic programs, promotion of regional economic development, and a national reputation of excellence, built upon a commitment to access and diversity.

Governance

The UT Board of Trustees is the governing body overseeing the educational and operational activities of the statewide University System. The 26-member board is comprised of five *ex officio* and 21 members appointed by the governor. The appointed seats include one voting and one non-voting faculty member, one voting and one non-voting student, and 17 congressional district and county representatives.

The governor serves as an *ex officio* voting member of the board and, by election, as chair. Both the chair and vice chair are elected by the board at its annual meeting in June and serve for two-year terms. Other *ex officio* members include the President of the UT System, the Commissioner of Agriculture and the Commissioner of Education for the state of Tennessee, and the executive director of the Tennessee Higher Education Commission (a non-voting seat).

The UT System's general counsel serves as secretary of the University and principal staff liaison to the UT Board of Trustees. Standing committees of the board include: academic affairs and student success; advancement and public affairs; audit and compliance; executive and compensation; finance and administration; health affairs, trusteeship; and research, outreach, and economic development. The President serves as a voting member of the board and as a non-voting member of all committees, except the audit and compliance committee.



Leadership Opportunity

UT Martin has developed into a highly-regarded institution that blends traditional liberal arts and sciences and professional programs within a small college environment. The university prepares students to lead, serve, and succeed by fostering lifelong learning and civic and global responsibility. A UT Martin education extends beyond the classroom to include residential, professional, and co-curricular opportunities, with particular emphasis on internships and experiential learning opportunities. As a community resource, the university provides leadership and support for the economic, environmental, social, and cultural needs of the 21-county West Tennessee region and beyond.

The next chancellor will be responsible for leading UT Martin to new levels of achievement, and must possess a proven record of successful oversight of complex institutions. Ideally, the chancellor will have an entrepreneurial spirit that will move the institution's academic mission forward and lead efforts to raise new resources from the university's many and broadly based constituents.

The chancellor is to have skills to promote academic excellence and to provide leadership and administration of UT Martin. The chancellor is expected to provide visionary leadership in strategic initiatives to enhance the standing of the University, manage budget planning and accountability, respect and promote shared governance, enhance the diversity of the institution, and continue to engage the university with the wider regional community.

The chancellor will be a highly visible figure both externally and internally who will be fully engaged with faculty, students, staff, alumni, and the extended university family as he or she addresses the challenges of both the university and the region. Singularly, the chancellor must be one who has a demonstrable enthusiasm for students and an appreciation for faculty and staff.

Consequently, the chancellor should possess a strong commitment to public higher education in a teaching institution and a compelling desire to further the mission and core values of the institution. Those strengths will be realized in his or her ability to attract and retain exceptional faculty and students, increase private philanthropy, demonstrate success in implementing strategic planning, and present a commitment to diversity and international initiatives.

Martin, Tennessee

Today's City of Martin features a revitalized historic downtown business district that includes restaurants, shopping and nightlife. The university and city understand the importance of each to the other's success.

Downtown Martin is the site of the annual Tennessee Soybean Festival, which attracts top entertainment and celebrates the area's rich agricultural heritage. An active Town & Gown program helps foster a positive working relationship between the city and university. The traditional college-town setting and related amenities offer a perfect environment for students who attend the university. More about Martin and links to numerous related websites may be found at:

<http://www.cityofmartin.net/>



West Tennessee Region and Tennessee Higher Education Economics

The Tennessee state flag is a field of crimson with a blue circle surrounding three stars representing the three Grand Divisions of the state, East Tennessee, Middle Tennessee, and West Tennessee. Those divisions not only define the geography but the custom by which Tennesseans refer to themselves. The University of Tennessee at Martin is in West Tennessee defined by the area west of the Tennessee River and comprised of twenty-one counties. Twenty of the counties are distinctly rural.



The university is a major source of economic impact for the region. A recently commissioned research study revealed that UTM brings in at least \$481.1 million annually in income to West Tennessee and supports more than 8,074 jobs in the region. For every tax dollar appropriated to the University of Tennessee at Martin, the return is \$5.10 in benefits for an average annual return of 18.8%. For every dollar spent by students at UTM, the return is \$3.40 in higher future earnings for an average annual return of 14.3%. Over a working lifetime, this increase in earnings amounts to an undiscounted value of approximately \$1,028,000 in higher earnings. For the analysis year (2014-15), the Tennessee economic base will grow by \$1.9 billion over the course of those students' working lives.

Economics and demographics have not been kind to West Tennessee and represent both a challenge and opportunity for the University of Tennessee at Martin. As of March, 2016, seventeen of the region's counties had unemployment rates above the state average. Four counties were listed as "distressed" counties, placing them among the lowest ten percent of counties in the nation. In the period from 2010-2014, fourteen counties had a population decline while the state had an overall increase of 3.2%. School districts in seventeen of the counties had an average ACT score below the state average (Tennessee average is 19.8) and none is above the national ACT average of 21 (UTM's average freshman ACT was 22.7).



UTM represents a harbor of hope for the region, and the next chancellor will want to nurture that status. However, resources at state and local levels are not abundant, and the competitive higher education environment in Tennessee will make it critical that UTM take a close look at its priorities

In 2014, the UT President outlined what he candidly described as "a broken business model" and highlighted a projected funding gap of \$377 million over 10 years. Averting that gap meant changing how the university did business, and the need to maximize effectiveness, efficiency, excellence, and become more entrepreneurial. His vision was to keep tuition increases low through either cutting costs or increasing revenue outside annual tuition increases. Solving the problem would secure affordability of a public higher education at our campuses.

Several assumptions set the boundaries for future strategic budget planning: (1) estimated annual state appropriation increases will likely to zero, (2) the higher education price index (HEPI) will average less than three percent and that index will be the likely limit on overall tuition increases (current 5yr. avg. is 1.9%); (3) state capital outlay and maintenance will continue to be funded at historical averages (FY 2011-12 through FY 2014-15 yields \$47.8M for outlay and \$30.3M for annual maintenance). Since implementing these boundaries, the gap has been changed to \$247.5M. (see: <http://utmain.wpengine.com/wp-content/uploads/2016/01/dipietro-budget-hearing-handout.pdf>)

These economic challenges as well as the region's demographic changes will require an increasingly strategic and analytical approach to managing and improving the fiscal stability of the university.

University of Tennessee at Martin Facts and Items of Interest

Accreditation Information

The University of Tennessee at Martin is regionally accredited by the Commission on Colleges of the Southern Association of Colleges and Schools SACSCOC to award bachelors and master's degrees.

The University of Tennessee at Martin places great importance on holding accreditations for eligible academic programs from their appropriate governing bodies. These programs are recognized as maintaining high standards that qualify graduates for the best job opportunities as well as favorable admission to professional and graduate programs domestically or internationally. UT Martin holds accreditation from the following agencies:

- Accrediting Board for Engineering and Technology-Engineering Accreditation Commission (ABET)
- Accrediting Council on Education in Journalism and Mass Communications (ACEJ)
- American Chemical Society (ACS)
- Association to Advance Collegiate Schools of Business, AACSB International (AACSB)
- Commission on Accreditation for Dietetics Education of the American Dietetic Association (CADE)
- Council for Accreditation of the American Association of Family and Consumer Sciences (AAFCS)
- Council on Social Work Education (CSWE)
- National Association of Schools of Music (NASM)
- National Council for the Accreditation of Teacher Education (NCATE)
- National League for Nursing Accrediting Commission (NLN)

Quick Facts about UTM

Students

- More than 6,800 students represent 40 states and 19 countries, with 94% in undergraduate programs and 6% pursuing graduate degrees. (Fall 2015)
- A record number of the 2014 freshman class returned for their sophomore year, with a 74.5% retention rate.
- UT Martin's six-year graduation rate for first-time freshman is among the highest in Tennessee for state universities and is on the rise at 57%
- Ninety-five percent of UT Martin graduates are currently employed or participating in advanced programs.



Faculty

- 307.5 full time equivalent faculty.
- More than 81% of full-time faculty hold the highest degree in their field.
- More than 83% of classes have fewer than 30 students.

Administrative, Clerical, and Supportive

- 173.6 full time equivalent administrative personnel
- 276.1 full time equivalent clerical and supportive personnel

Finances (2015-16)

- Total budget of \$93.77 million

- Budget from tuition and fees is \$61.05 million (65.11% of total)
- Budget from state appropriation is \$28.11 million (30.62% of total)
- Budget from other sources is \$4.01million (4.01% of total)

Costs per Semester (2015-16)

- Tuition (in-state): \$3,459
- Fees: \$704
- Housing (Ellington/Browning Resident Halls): \$1,390
- Meals (15-Meal Plan): \$1,489
- Books: \$750
- Total: \$7,792

Financial Aid

- Approximately 90% of students receive some form of financial aid.
- Financial aid includes \$18.3 million awarded in grants and \$19.8 million awarded in scholarships.

Academics

- Seventeen undergraduate degrees are available with more than 100 specialized concentrations.
- Five graduate degrees are offered with 17 specialized concentrations.
- Hundreds of students experience real-world learning annually in internship, clinical, and educational placements in business, hospital, school, government and non-profit settings.

Safety

- UT Martin is ranked among the safest four-year public college campuses in Tennessee.

Facilities

- Campus facilities include 48 building on a 250-acre main campus and 680 acres of teaching and research lands.
- Facility highlights include three traditional residence halls; two apartment-style complexes; a 96,000-square-foot Student Recreation Center; the Paul Meek Library, housing a half-million volumes, a computer lab and Captain's Coffee; the Boling University Center with upgraded Sodexo Skyhawk Dining Hall, food court, remodeled Barnes & Noble College Bookstore and computer lab.
- UT Martin centers are located in Jackson, Parsons, Ripley and Selmer.
- Located in Samburg, TN, the Reelfoot Lake Environmental Field Station (FLEFS) provides for a variety of unique teaching, research and outreach opportunities. The facilities include housing accommodations for 22 people, two laboratories, and basic field equipment. RLEFS regularly offers summer college courses including Aquatic Macroinvertebrates, Field Ornithology, Freshwater Algae, Aquatic Plants, and Field Herpetology.

Intercollegiate Athletics

- UT Martin is a member of NCAA Division I, the Ohio Valley Conference and the National Intercollegiate Rodeo Association. The men's rodeo team is the 2014 college national champion.
- The Skyhawks have won recent regular-season championships in soccer (2013) and women's basketball (2015, 2016).

Clubs and Organizations

- Approximately 2,500 students are involved in more than 150 clubs and student organizations.

Alumni

- Almost 80% of UT Martin alumni reside in Tennessee after graduating.
- More UTM alumni reside in Shelby County (13.1%) than any other Tennessee county, followed by Weakley County at 10.3%.
- UT Martin alumni live in 92 of the 95 Tennessee counties.



Rankings and Accolades

- The university is listed as a top university among southern, master's level institutions in the 2016 edition of America's Best Colleges, compiled by *U.S. News & World Report*.
- *The Princeton Review* has named UT Martin a "Best College in the Southeast" for 13 consecutive years.
- *Institutional Research & Evaluation Inc.* has listed UT Martin among America's 100 Best College Buys for 10 consecutive years.
- UT Martin's online Master of Business Administration degree program has earned national rankings through several sources, including *U.S. News & World Report* of not less than 22nd in the nation.
- UT Martin students' satisfaction with their entire educational experience ranked first in the latest survey information among Tennessee public universities.
- The university ranked first among public Tennessee institutions for percentage of success as part of the Complete College Tennessee Act in 2015.
- UT Martin is one of 179 schools in the world to earn the All-Steinway School designation.
- *Nursejournal.org* has included the UT Martin nursing program as one of America's Best Nursing Schools for the Eastern Region for 2015. The UT Martin program is ranked number 31, making it the second-highest ranked program in Tennessee.





Opportunities and Expectations

The next chancellor will have a solid foundation within the faculty and staff to build the next chapter in the institution's history. There is a shared sense of excitement about UTM's potential: faculty, staff, trustees, and community members are eager to continue their engagement in pursuing a renewed road map to future success and they bring a wealth of expertise and talent to the task.

Among the priorities facing the next chancellor are:

ENROLLMENT. Enrollment peaked in 2010 with a total headcount of 8,469. In the past five years, enrollment has steadily fallen to a current level of 6,827 in Fall 2015. The final overall headcount enrollment for Fall 2015 was down 3.1%, which closely mirrored enrollment numbers reported by other West Tennessee public colleges and universities. In 2015, no public university nor community college in West Tennessee reported an increase in headcount enrollment.

For UTM, the most serious decline in 2015 was the university's first-time freshman enrollment, down 13.8%. Some of this sharp decline was attributed to the state's new and well-marketed *Tennessee Promise* which assured new freshmen that attending a community college would be free (See: <http://tennesseepromise.gov/>). This aggressive plan, developed by the Governor, generated sizeable increases in the freshmen classes for community colleges and technical schools. The *Tennessee Promise* will continue to be a major challenge to UTM's traditional first time full time enrollment.

The university's enrollment numbers did show some positive differences over previous years. Graduate enrollments, dual enrollments with area high schools, and online enrollments were all up. Significantly, the university had a record 74.5% of the 2014 freshman class return for the sophomore year, a key to long-term enrollment success.

Over the past year, significant changes have been made in the enrollment strategies, most to modernize both the talent and the operations of the marketing, recruitment, and enrollment processes. A new Executive Director for Enrollment Services and a new Registrar were hired in Fall 2015. A new Director of Admissions will be hired in Spring 2016. Technology upgrades have been made to the application processes and several more upgrades and modifications are either in process or will be initiated within the coming months. A national marketing firm was contracted to assist with marketing and advertising with a special emphasis on using electronic and social media campaigns.

The university recently received approval by the UT Board of Trustees to significantly reduce out-of-state tuition by as much as 57% to compete head-to-head with in-state tuition prices in all of the bordering states (the plan applies to residents in all states). The new program also includes a scholarship opportunity that will position the university to attract more academically qualified students from other states.

More changes will be necessary before the recruitment and enrollment processes are truly modern and efficient. Enrollment Services is evolving into more data-driven decision-making but is hampered by years of inconsistent and inaccurate databases from which meaningful trends can be forecast. One other area needing attention is financial aid and, in particular, shifting from use of institutional aid to donor-based aid to recruit talented students. Financial Aid is working to develop a more refined process for awarding scholarships and financial aid and communicating earlier to students. There continues to be a need for a more refined analysis of the impact of distributed aid on new enrollment and retention.

The next chancellor will need to sustain efforts to revitalize the recruitment, enrollment, and retention processes and plan for additional investments in talent and technology.

ACCREDITATION. UTM received notice in December 2015 of the decision by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to place the university on probation for the twelve months pending corrective actions to address.



UTM was continued in accreditation for “good cause” because the SACSCOC Board of Trustees determined that the institution had failed to demonstrate compliance with Comprehensive Standard 3.3.1.1 (Institutional Effectiveness: educational programs, to include student learning outcomes), Comprehensive Standard 3.3.1.2 (Institutional Effectiveness: administrative support services), Comprehensive Standard 3.3.1.4 (Institutional Effectiveness: research), Comprehensive Standard 3.3.1.5 (Institutional Effectiveness: community/public service within its mission), and Comprehensive Standard 3.5.1 (General education competencies) of the *Principles of Accreditation*. These standards expect an institution to provide evidence that it (1) identifies expected outcomes, assesses student achievement, and provides evidence of improvement in the areas of educational programs and student learning, administrative support services, research, and service and (2) identifies college-level general education competencies and the extent to which students have attained them.

The university is fully engaged to address the expectations of SACSCOC and has been diligently working to be in complete compliance upon submitting a progress report in early Fall 2016.

The Commission has appointed a team to visit the campus October 4-6, 2016. Following the campus visit, the team will submit a report of findings to the Commission. A decision by the Commission is expected to be announced at the annual meeting, December 3-6, 2016.

Plans, personnel, and structures have been implemented to embed continuous improvement as an ongoing systemic expectation. The university has virtually transformed its culture of continuous improvement and assessment in the past few months and is committed to sustaining that commitment. The next chancellor will want to unambiguously reinforce the importance of this cultural transformation as an important part of strategic development and not an exercise to simply meet accreditation requirements.

STRATEGIC PLANNING. The university is focused on the University of Tennessee Strategic Plan and committed to those principles (See: <http://tennessee.edu/static/strategicplan/index.html>). Currently, the UT plan is the primary vehicle for assessment and decision-making for UTM. However, UTM needs to shape its unique but complimentary planning document.

An important institutionally specific element of the UTM plan has to be a comprehensive long-term strategy for addressing and shaping enrollment growth. As identified previously, the past year has been devoted to a triage of the enrollment infrastructure. A more complete analysis including consideration of regional demographic changes will require an increasingly strategic and analytical approach to managing and improving recruitment, retention, and graduation and implanting that approach as an institutional priority in planning.

Another key element of the plan will be to secure the university’s success under the Tennessee Higher Education Commission’s Quality Assurance program (formerly Performance Funding) (See: <https://www.tn.gov/thec/topic/quality-assurance-funding>). This formula-driven program determines a portion of the state financial appropriation.

Historically, UTM has disproportionately benefited from the formula allocation because of high scores on the performance matrices. However, as the program has changed, and will continue to change, the institution has to adapt to benefit from the incentives. The chancellor will want to engage early with the

university leadership to assure alignment between his or her vision and the institutional response to the Quality Assurance program.

Certainly one benefit from working with the accreditation challenge is the experience the university is gaining as a data-driven decision-making organization. The next chancellor should embrace this approach as a way to not only advance a vision but to provide guidance in setting the necessary funding priorities required over the next few years.

RESOURCE DEVELOPMENT. Given state and regional economic realities, the next chancellor will need to focus on priorities that assure effective resource management to fulfill the mission and will need to be both a frugal manager and an entrepreneurial spirit.

The current UTM plan to meet the President's sustainability forecast resulted in a two-year (2015-2017) initial allocation and reallocation plan based upon (1) six percent of base year's (FY14-15) total unrestricted E & G expenditures to address strategic initiatives, considering the "boundaries" described above, and to address compensation gaps; (2) reallocate two million dollars to address deferred preventive maintenance needs; and (3) using a workforce development program in concert with the above actions, identify amounts that can be redeployed to address strategic initiatives, compensation gaps, and deferred maintenance targets. Plans for all of these assignments have been developed and implemented.

The overall size of UTM coupled with the decline in enrollment has resulted in strain to the financial base. Every institution has a certain minimal core base necessary to fulfill its mission. UTM is close to that minimum as reflected by many necessary programs or university functions dependent on one employee to execute the program. In December 2015, a voluntary retirement incentive program used to meet the strategic budget necessities of the workforce development plan resulted in forty-six people retiring. In numerous cases, there was no easily identified person to assume the functions of those departing employees resulting in doubling up on duties or eliminating certain functions altogether but not in a strategic manner.

A promising opportunity is a proposed restructuring of full-time student tuition that, pending UT Board approval, will provide revenue to engage important initiatives and establish needed student services. Over the three-year phase-in of this program, the university expects to have new resources important to meeting its needs as well as goals.

The first year (2016-17) resources from this plan have been obligated. However, the next chancellor will have the opportunity to allocate future years' funds to realize his or her vision. In addition, the university is aggressively developing other revenue streams beyond tuition and state appropriations to help the university address its aspirations and not just subsistence.

Another important area for resource development is traditional fund raising. Although recent fund raising efforts have improved, UTM has not attracted large philanthropic resources. The regional economy as well as the lack of general wealth among the residents, requires substantial effort to meet institutional needs. In spite of a spirited and loyal alumni base, approximately 70% of gifts in the last year were less than \$100.

On April 14, 2016, the university was given a unique opportunity that will define the university for the next thirty or more years. On that date, the Tennessee Legislature made the historic decision to change the required external funds match for a new building from 25% of the total estimated cost to 10% in order to exclusively allow UTM to raise money in support of new engineering and science building. The \$65 million building is proposed to be a 120,000 square-foot classroom and laboratory building including state-of-the-art scientific demonstration facilities, active-learning technology, and with a Student Innovation Center to inspire future entrepreneurs in the STEM fields. More than a new building the

related change this building provides to UTM's space allocation benefits every college on campus and truly transforms both the footprint of the campus as well as the boost to the regional economy. The one condition for this opportunity is that the university has one year from to raise \$6.5 million, a task never attempted by the university but one it feels it must achieve.

By the time of the chancellor's arrival, the university hopes to have achieved this goal and the new chancellor will be able to define the future of the university through the design and construction of the building.

Although the focus over the coming months will be to secure funds for the engineering and science building, there are several other important projects that will require the next chancellor to commit time and energy to fund-raising and resource development and by personally cultivating current and future donors and supporters as well as engaging in creative public-private partnerships that support the university and the regional economy.

LEADERSHIP DEVELOPMENT. Over the past year, several key administrative positions have been vacated and most have been temporarily filled in anticipation of the next chancellor. Key among the appointments the chancellor will make that report directly to the chancellor are the Vice Chancellor for Finance and Development, Director of Intercollegiate Athletics, and Director of Equity and Diversity. Several other leadership appointments are available that include the Registrar, Executive Director of Extended Campus and Online Studies, and Director of Student Success. Two positions that will be filled prior to the arrival of the next chancellor are the Director of Admissions and Chief Information Officer.

All of these positions, with the exception of the Director of Admissions which is vacant, are currently filled by competent and talented individuals. They were willing to accept temporary appointments for the good of the university and their performance has been stellar. The opportunity for the next chancellor is to choose and empower an effective and cohesive team to lead the university through an exciting time in the institution's history.

COMMUNITY OUTREACH AND ADVOCACY. The chancellor is looked to as the "face and voice" of UTM, representing its interests to external partners. The university's reputation and success has been tied directly to the relationships that have been built with the surrounding communities, donors and alumni, the legislature, the UT System, and the Tennessee Higher Education Commission (THEC) (See: <https://www.tn.gov/thec/topic/about-thec>).

The university has come to be seen as an approachable and caring place without hubris or staid formality. Visitors instantly sense the warmth and friendliness of the campus. The next chancellor will be challenged to sustain this atmosphere in terms of personal engagement and visibility. He or she must be attentive to the university community, showing a personal commitment to a holistic culture that encourages students, faculty, and staff to work together to fulfill the vision and mission of the university.

The chancellor will be expected to strengthen bridges to the entire 21 county region of West Tennessee. As the only public university in Tennessee with established educational centers (strategically located in Jackson, Parson, Ripley, Selmer, and Somerville), the university's reach is truly across the region and each area has a special pride of association with the university. A significant part of the university's enrollment comes from these centers. In addition, the university's unique community leadership program, *WestStar*, serves as an important vehicle to the region's political and business leaders as well as a vanguard of state-wide university support. This program has not only connected key leaders to the university but inspired individuals to assume leadership roles in the region including cities, counties, school boards, and the legislature. The chancellor is seen as a critical leader in the region to not only serve but to inspire economic growth.

Recent initiatives by the governor and the legislature will increase the importance of sustaining the voice of UT and UTM. Known as the *Focus Act*, each non-UT four-year university in the state has moved out from under a single coordinating board (the Tennessee Board of Regents, or TBR) to be self-governing, changing a structure in place since 1972. An additional consequence of the *Act* is the increased importance of communication and advocacy with the Tennessee Higher Education Commission. THEC, who has been used to working with two university-level system boards, UT and TBR, will now be tasked with coordinating seven university boards: Six of whom are single institutions and the multi-campus University of Tennessee. Adding six more advocates for limited public resources will certainly require the chancellor, coordinated with the UT President and the UT Board of Trustees to sustain successful advocacy with public officials.

BRAND AND IDENTITY. For decades, the university had a remarkable reputation as the “campus that cares.” Dedicated faculty committed to undergraduate education chose UTM as an institution for their careers and students sought the university as a place known for its personal touch. Over the past year, UTM has refocused on this core value. It seeks to deliver a high quality educational experience that extends beyond the classroom.

Recently the university has joined the select group of universities and colleges that are part of the Gallup/Purdue Index, a metric for examining how well an institution delivers on the faculty/student-scholar experience as well as providing practical real-world experiences that enhance life and career satisfaction. Early results of this refocus suggest the framework is establishing a compelling niche for UTM to offer to prospective students as well as employers. It is a source of a legitimate brand and identity for the university.

To nurture this compelling niche, the university seeks a chancellor who shares a passionate commitment to students and their faculty, willing to engage with them, and celebrates their journey. For those with these attributes, this chancellorship offers exciting and rewarding opportunities.

This reputation has been long recognized by key constituents (faculty, students, staff, alumni and community partners), but lacked sufficient penetration to broader constituencies to grow enrollment, increase fund raising, elicit public support, and increase institutional recognition. Until recently, the university did not have a strategic communication approach for marketing and advertising. The year 2016 saw the institution’s first use of a national marketing firm and the results have been strong and exciting.

Prior to the next chancellor’s arrival, a decision to continue the marketing program will have to be made. Shortly after that decision, the next chancellor will need to assess the results and decide the next steps to successfully communicate the university’s messages to key stakeholders.



Qualities and Qualifications

The position requires an appreciation for UT Martin's mission as a provider of high-quality undergraduate education with selected advanced degree programs in service to West Tennessee. The university and community expect an understanding of the role of a public institution as well as a commitment to affirmative action and diversity and evidence of an enthusiasm for students and appreciation for faculty and staff.

The Chancellor will have significant knowledge and understanding of higher education. Specific skill requirements include:

- Demonstrated leadership skills and abilities.
- Commitment to quality and integrity.
- Exceptional skills in communication and interpersonal relations as well as an engaging sense of humor.
- Ability to make good, consistent, and fair decisions (based on fact and data)
- Transparency in decision-making and management.
- Ability to work with cross-functional teams and to foster teamwork.
- Ability and willingness to delegate effectively and to hold direct reports accountable.
- Excellent oral, written, and presentation skills; exceptional listening skills.
- Ability to deliver performance-based results.
- Knowledge of and commitment to affirmative action and equal employment opportunity.
- An entrepreneurial spirit
- Ability to travel frequently.

The Chancellor will exhibit qualities of emotional maturity, genuineness, self-confidence, common sense, good judgment, fairness, creativity, discretion, decisiveness, political savvy, diplomacy, tact, resiliency, adaptability, courage of convictions, and tolerance for ambiguity.



(Proposed Engineering and Science Building)

Search Committee for Chancellor

Steve Angle, Chair

Chancellor, UT Chattanooga

Debi Adcock

Administrative Specialist II, Student Affairs
UT Martin

Ruby Black

Professor of Nursing
UT Martin

David Coffey

Chair, Department of History & Philosophy
UT Martin

Teresa Collard

Associate Professor of Communications
Director, UT Martin Women's Center
UT Martin

Charley Deal

Associate Vice Chancellor, Alumni Affairs
UT Martin

Brian Donavant

Faculty Trustee, UT Board of Trustees
Interim Executive Director, Extended Campus
& Online Studies

Joe Exum

Alum, UT Martin

Crawford Gallimore

Trustee, UT Board of Trustees

Jennifer Greenwood

Professor and Interim Chair, Department of
Biological Sciences
UT Martin

Bud Grimes

Chief Communications Officer, Univ. Relations
UT Martin

Richard Helgeson

Dean, College of Engineering & Natural
Sciences
UT Martin

Sam Lewallen

President, Simmons Bank

Roberto Mancusi

Associate Professor of Music
UT Martin

Petra McPhearson

Interim Vice Chancellor, Finance & Admin.
UT Martin

Miranda Rutan

Student Trustee, UT Board of Trustees
Division of Student Affairs
UT Martin

Elizabeth Sanders

Graduate Student, Family & Consumer Science
UT Martin

Vicki Strickland Seng

Associate Vice Chancellor, Academic Affairs
UT Martin

Candace Tate

Alumna, UT Martin

Margaret Toston

Vice Chancellor, Student Affairs
UT Martin

Todd Winters

Dean, College of Agriculture & Applied
Sciences
UT Martin

Linda Hendricks Harig

Vice President, Human Resources
UT System Administration

Ashlie Czyz

Executive Recruiter and Director, HR Programs
UT System Administration

Sherry Sims

Executive Assistant to the Vice President, HR
UT System Administration

Procedure for Candidacy

Recruitment will continue until the position is filled. Information specifically on this search may be found at <http://tennessee.edu/execsearch/utm-chancellor/>

Ideally, the schedule for the search will follow this timeline, specifically constructed to minimize disruption in the lives or current employment of candidates under consideration:

- **Expressions of interest accepted:** Until filled
- **Search and search advisory committees:** Spring/Summer 2016
- **Committee meets to select candidates for interview:** June 30, 2016
- **Invited candidates interview at local airport hotel:** August 1-5, 2016
- **Invited candidates visit Tennessee:** August 29-September 2, 2016 and September 6-9, 2016
- **Candidate Selection:** Fall 2016

To make a referral, to express interest in the position or to obtain additional information, please contact:

Ashlie Czyz
Director of HR Programs & Executive Recruiter
The University of Tennessee
105 Student Services Building
1331 Circle Park Drive
Knoxville, TN 37996-
Email: aczyz@tennessee.edu
Phone: (865) 974-1907

Confidential inquiries and questions concerning this search may be directed to Ashlie Czyz, Director and Executive Recruiter at (865) 974-1907. Please note that Tennessee prides itself on the transparency of its government, and all formal candidacies will be subject to public inquiry.

The University of Tennessee is an EEO/AA/Title VI/Title IX/Section 504/ADA/ADEA institution in the provision of its education and employment programs and services. All qualified applicants will receive equal consideration for employment without regard to race, color, national origin, religion, sex, pregnancy, marital status, sexual orientation, gender identity, age, physical or mental disability, or covered veteran status.

