



THE UNIVERSITY of TENNESSEE

KNOXVILLE, CHATTANOOGA, MARTIN, TULLAHOMA, MEMPHIS

University of  
Tennessee System

Vice President for Academic Affairs and  
Student Success  
The University of Tennessee

POSITION SPECIFICATION

Spring 2017

## **THE OPPORTUNITY**

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The University of Tennessee System invites applications and nominations for the position of Vice President for Academic Affairs and Student Success. The position reports to the Executive Vice President/Chief Operating Officer and serves on the University's leadership team.

The Vice President oversees academic and student affairs for the UT system and serves as staff to the Academic Affairs and Student Success Committee of the UT Board of Trustees, the University Life Committee of the Board of Trustees and the Subcommittee on Nonacademic Programs. The Vice President will serve as an institutional liaison with the Tennessee Board of Regents (TBR), the Tennessee Higher Education Commission (THEC), the Tennessee Department of Education, the Tennessee Board of Education, the Southern Regional Education Board, the National Association of System Heads (NASH), the Tennessee Student Assistance Corporation (TSAC), the Tennessee Independent Colleges and Universities Association (TICUA), the Tennessee Holocaust Commission and other locally governed institutions.

## **THE POSITION**

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The Vice President supports the development, approval and evaluation of all academic programs across system institutions; facilitates transfer and articulation policies and issues with the TBR institutions and among institutions of the system; coordinates approval of campus strategic plans and mission statements by the Board of Trustees; coordinates Reverse Transfer policy and processes statewide; chairs the statewide Articulation and Transfer Council; reviews and refines all faculty policies through the faculty handbooks, reviews tenure and promotion recommendations for approval of the Board of Trustees, proposes changes to Board policy when appropriate; maintains an inventory of all academic programs system-wide; reviews and refines all student policies affected by the Tennessee Uniform Procedures Act; works with system budget officers on fiscal notes on proposed legislation affecting faculty or students; ensures that campuses comply with legislative acts concerning faculty and/or students; is responsible for participation in the State Authorization Reciprocity Agreement, which allows institutional members to offer distance education programs in other states; is responsible for participation in the Southern Regional Educational Board Academic Common Market; investigates student and faculty complaints and appeals; serves as Agency Head in Administrative Procedures Act hearings; assists in preparation for budget hearings with the governor and state legislature; works with institutional research personnel to provide

data and information for the Board of Trustees and system leadership, particularly as they relate to program effectiveness and improving systems and services; works with Tennessee State Auditor on issues related to compliance with state laws and provides required reports to the state legislature.

The Vice President mentors students pursuing careers in higher education; sponsors lunch-and-learn seminars for graduate students in higher education; sponsors and coordinates an annual Conference for High School Counselors; serves on the Diversity Advisory Council; serves as staff for and member of the University Faculty Council; appointed by the governor to serve on Tennessee Holocaust Commission; serves on the Statewide Information Technology group and chairs the Student Information Community of Practice; represents President on the Consortium for Cooperative Innovative Education; serves as a UT Strategic Plan Champion to enhance educational excellence and serves as Chair of the UT Press Editorial Board. The UT Press reports to the Vice President.

For information on how to refer potential candidates, to express personal interest or to obtain additional information about the position, please see the section entitled "Procedure for Candidacy" near the end of this document.

## **THE UNIVERSITY OF TENNESSEE SYSTEM: AN OVERVIEW**

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The University of Tennessee is the state's land-grant, higher education institution and flagship public university. It is comprised of campuses at Knoxville, Chattanooga, and Martin; the Health Science Center at Memphis; the Space Institute at Tullahoma; and the statewide Institute of Agriculture and Institute for Public Service.

The University of Tennessee System has a presence in each of the state's 95 counties. Through the combined force of its education, research, and outreach, the University serves students, business and industry, schools, governments, organizations, and citizens throughout Tennessee.

Statewide, UT provides a range of accessible and affordable educational opportunities at the undergraduate and graduate levels and operates highly regarded professional schools. About 49,000 students are enrolled statewide and more than 10,000 graduate each year. Approximately 370,000 alumni live throughout the state, nation and world.

The UT System Administration Strategic Plan, launched in June 2012 and updated in 2015, establishes a vision and direction with the following clearly defined goals to ensure good stewardship and purposeful use of resources:

1. Enhancing educational excellence
2. Expanding research capacities
3. Fostering outreach and engagement
4. Ensuring effectiveness and efficiency
5. Advocating for the University of Tennessee System

### **History**

The University of Tennessee is the state's oldest and largest public higher education institution. It traces its beginnings to the founding of Blount College in Knoxville in 1794, two years before Tennessee became a state. The UT System was formed in 1968.

Please see Appendix II and III of this document for more information on the University and the Knoxville community.

### **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* members 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 University secretary serves as principal staff liaison to the UT Board of Trustees. Standing committees of the board include: academic affairs and student success; advancement and public affairs; athletics; audit and compliance; executive and compensation; finance and administration; health affairs; research, outreach, and economic development; trusteeship; and university life. 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.

### **University Budget**

The University's proposed budget is \$2.2 billion for the fiscal year beginning July 1, 2016. UT's three major sources of revenue (tuition and fees, state appropriations, and grants and contracts) account for 80% of total revenues. State appropriations provide 25% of total revenues, tuition and fees account for 30%, and grants and contracts generate 25%. Self-funded auxiliaries such as housing, food services, bookstores, and athletics generate 11%. The remaining 9% comes from gifts, endowments, investments, sales of educational services, and other miscellaneous sources.

The state's flagship campus in Knoxville generates 50.5% of total revenues. The Health Science Center, which is headquartered in Memphis but operates educational and clinical programs statewide, accounts for 21.8% (\$479.5 million). UT Chattanooga has experienced dramatic growth in enrollment and now generates 10.2% of total UT revenues (\$225.4 million). UT Martin accounts for 6.6% (\$144.8 million). The Institute of Agriculture makes up 8.2% (\$181.6 million). The Institute for Public Service, UT Space Institute in Tullahoma, and System Administration account for the remaining 2.7% of UT revenues.

About one-third of all expenditures are for instruction. Research accounts for 12% of total expense and public service makes up 7%. Scholarships and fellowships have been the fastest growing expense category over the last few years and now accounts for 13% of total spending. Student services and academic support, which includes libraries, are 12%. Facilities, institutional support, and self-funded auxiliaries make up the remainder.

An almanac of University data is available at:

[http://www.tennessee.edu/system/academicaffairs/institutional\\_research/facts\\_figures.html](http://www.tennessee.edu/system/academicaffairs/institutional_research/facts_figures.html)

# The University of Tennessee FY 2017 Proposed Budget Unrestricted & Restricted Funds

### Unrestricted & Restricted Revenues (Millions)

Chattanooga	\$225.4
Knoxville	1,112.5
Martin	144.8
Space Institute	12.3
Health Science Center	479.5
Institute of Agriculture	181.6
Inst. for Public Service	23.5
System Administration	<u>24.8</u>
<b>TOTAL</b>	<b>\$2,204.4</b>

### Fall 2015 Headcount Enrollment

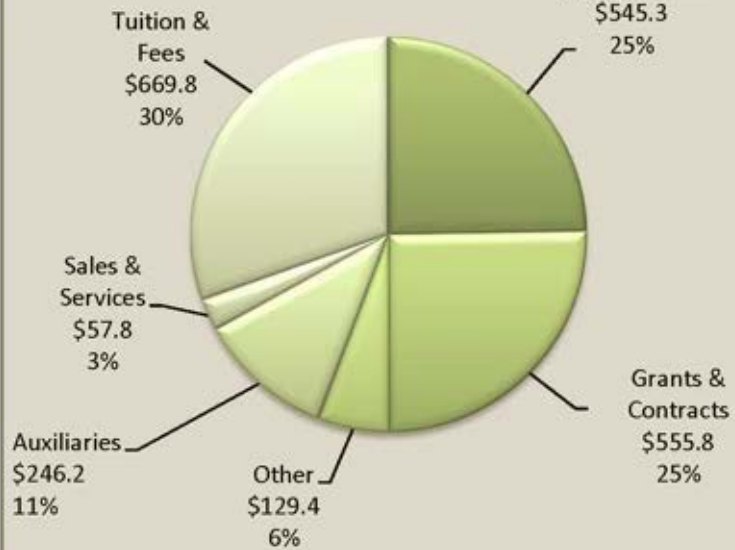
Knoxville	27,384
Chattanooga	11,387
Martin	6,827
Health Science Center	3,076
Vet Med	349
Space Institute	<u>112</u>
<b>TOTAL</b>	<b>49,135</b>

### FTE Positions (Unrestricted & Restricted) October 31, 2015

Faculty	4,211
Administrative	921
Professional	4,017
Cler/Tech/Maint	<u>5,954</u>
<b>TOTAL</b>	<b>15,103</b>

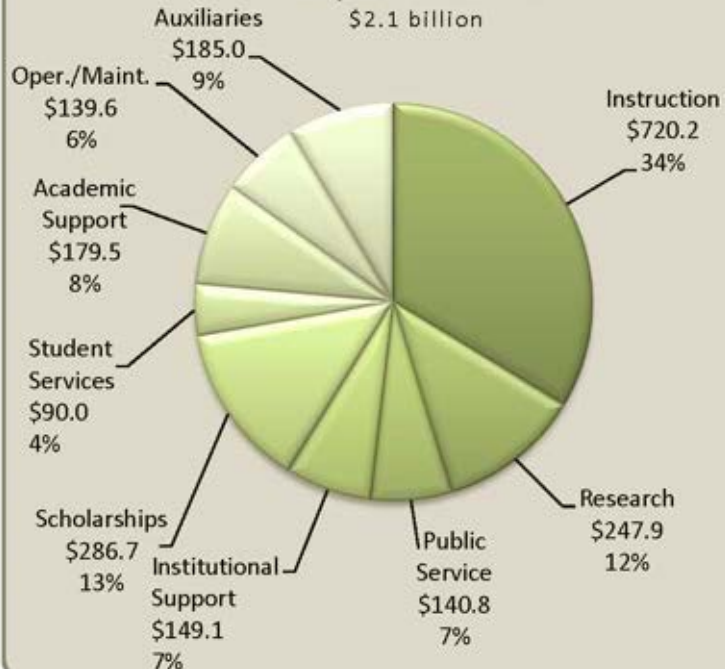
### Revenues

\$2.2 billion



### Expenditures

\$2.1 billion



# The University of Tennessee

## FY 2017 Proposed Budget

### Unrestricted E&G Funds

#### Current Fund Revenues (\$millions)

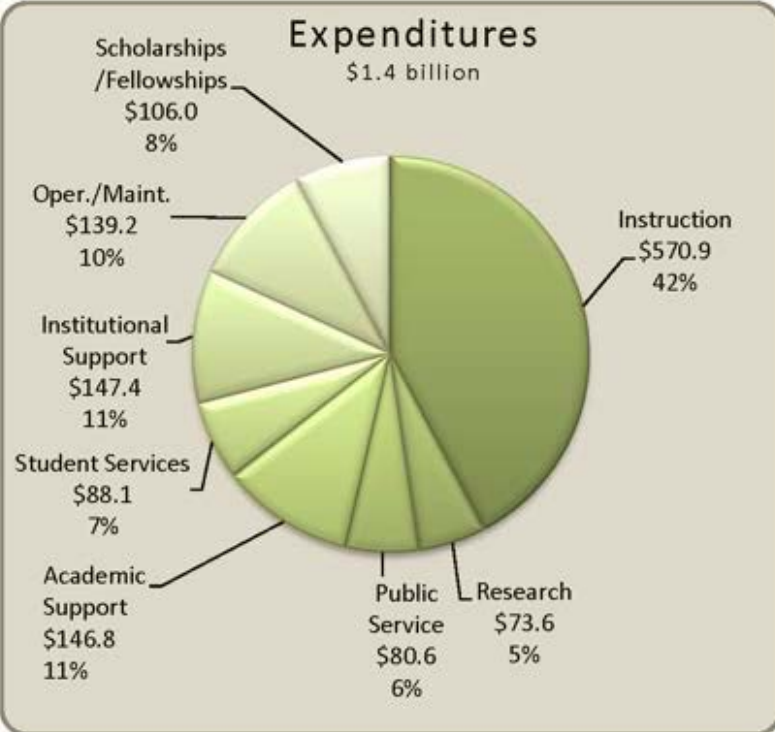
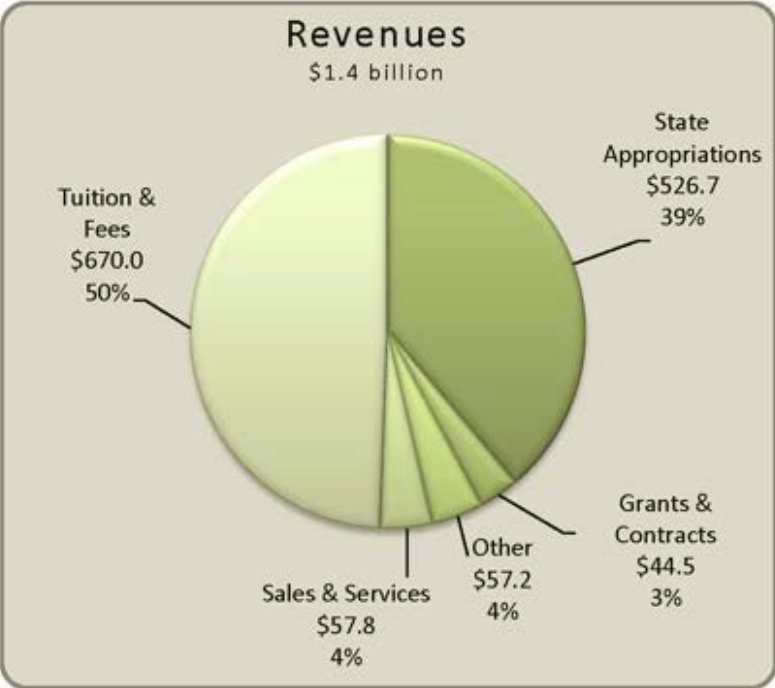
Chattanooga	\$155.4
Knoxville	649.7
Martin	96.9
Space Institute	10.2
Health Science Center	265.7
Institute of Agriculture	136.3
Inst. for Public Service	18.8
System Administration	<u>22.9</u>
<b>TOTAL</b>	<b>\$1,356.0</b>

#### Fall 2015 Headcount Enrollment

Knoxville	27,384
Chattanooga	11,387
Martin	6,827
Health Science Center	3,076
Vet Med	349
Space Institute	<u>112</u>
<b>TOTAL</b>	<b>49,135</b>

#### FTE Positions (Unrestricted E&G) October 31, 2015

Faculty	3,297
Administrative	759
Professional	2,072
Cler/Tech/Maint	<u>3,862</u>
<b>TOTAL</b>	<b>9,990</b>



**THE ROLE**

The Vice President staffs the Academic Affairs and Student Success Committee of the University of Tennessee Board of Trustees and, as such, coordinates approval of the mission statements for each University campus and institute; the strategic and long-term academic plans; proposals for new academic programs and revisions of existing academic programs related to instruction, research and service; the establishment of new academic organizations such as major campuses, colleges and institutes; and the admission, progression and retention standards and initiatives designed to enhance these standards. The Vice President further assists the Board with oversight of University policies and campus implementation procedures on Academic Freedom, Responsibility and Tenure and other faculty policies; and University Rules concerning student conduct, rights and responsibilities required to be promulgated under the Tennessee Uniform Procedures Act, as well as implementation of the campus Student Handbooks.

The Vice President works with institutional research personnel to provide data and information for use in assessing program effectiveness, improving programs and fulfilling reporting requirements. He/she will be expected to develop a working relationship with campus contacts who are responsible for coordinating each institution's compliance with accrediting standards set by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) and will serve as the System's primary liaison to the campuses on matters of institutional accreditation. He/she will also advise academic administrators on matters related to College and departmental accreditation as needed.

As a member of the President's Administrative Council, the VPAA/SS meets regularly with other senior system and campus leaders and is responsible for keeping System leadership apprised on all issues that impact overall academic and student success across UT. The VP is expected to develop and maintain collegial and productive working relationships with UT System colleagues and the chief academic officers of each campus, with a focus on helping the System achieve its overall mission to educate, discover and connect. From time to time, the VP will be expected to provide system-wide data related to UT's academic/student affairs operations and may be called upon to give relevant testimony at legislative hearings or provide support to the President in responding to stakeholder concerns related to matters within the Vice President's purview.

Please see Appendix I for the Organizational Chart.



## QUALITIES AND QUALIFICATIONS

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The position requires a Ph.D. or appropriate terminal degree in an appropriate field.

Ten years of progressively responsible administrative experience is required, preferably in a multi-campus university system, a large comprehensive university campus, or other complex organization with a focus on higher education. Demonstrated commitment to continuous improvement of teaching and learning, both in the classroom and through extracurricular programs.

The Vice President for Academic Affairs and Student Success will have significant knowledge and understanding of higher education. Specific skills include:

- Demonstrated leadership skills and abilities
- Commitment to quality and integrity
- Demonstrated experience and achievements with strategic planning and goal achievement
- Understanding of and appreciation for system and campus governance
- Familiarity with regional, college and departmental accreditation processes
- Expertise and achievements in developing/implementing processes and plans for institutional effectiveness
- In-depth knowledge of education policy, research and practice
- Exceptional skills in communications and interpersonal relations
- Experience and success in securing and managing grants and contracts
- Demonstrated effective budgeting skills and experience
- Understanding of and commitment to diversity
- Ability and willingness to delegate effectively and to hold direct reports accountable
- Skilled decision-maker, with transparency in decision-making and management
- Excellent oral, written and presentation skills; exceptional listening skills
- Ability to multi-task; willingness and ability to travel frequently
- Ability to work effectively with various audiences (faculty, students, legislators, administrators, parents)

The Vice President for Academic Affairs and Student Success will exhibit qualities of emotional maturity, genuineness, self-confidence, collegiality, common sense, judgment, fairness, creativity, discretion, decisiveness, political savvy, diplomacy, tact, resiliency, adaptability, courage of convictions and tolerance for ambiguity. Demonstrated behavioral expectations include:

- Unquestioned integrity and trustworthiness
- Commitment to the System's mission and strategic plan, as well as missions and strategic plans for each campus/institute
- Ability to make good, consistent and fair decisions (based on fact and data)
- Ability to work with cross-functional teams and to foster teamwork

## **PROCEDURE FOR CANDIDACY**

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

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

Ashlie Czyz, Director of HR Programs and Executive Recruiter  
University of Tennessee System  
1331 Circle Park Drive  
Knoxville, TN 37996  
[aczyz@tennessee.edu](mailto:aczyz@tennessee.edu)

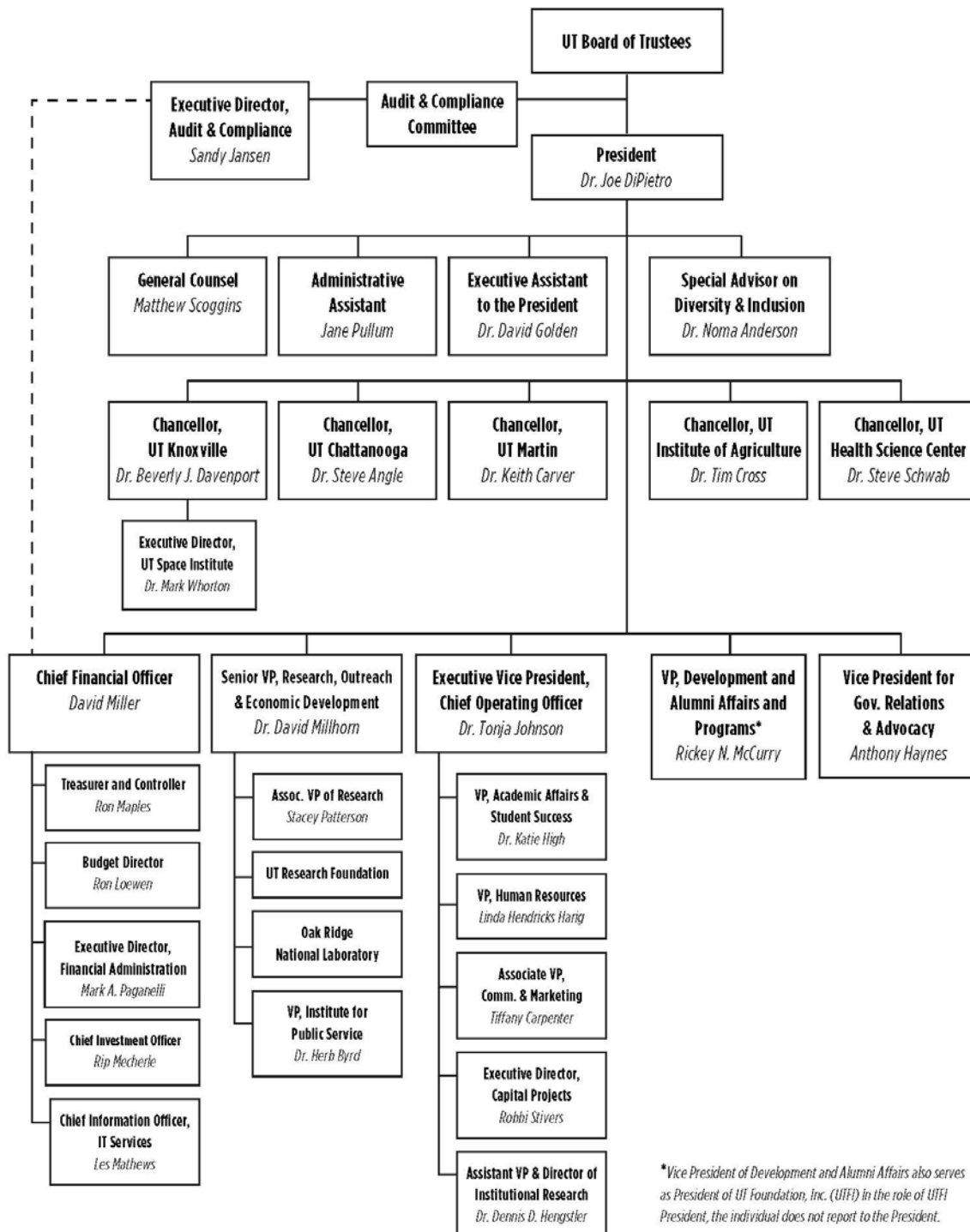
Please note that Tennessee prides itself on the transparency of its government, and all formal candidacies will be a subject to public inquiry.

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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.

# APPENDIX I – ORGANIZATIONAL CHART

Feb. 2017



\*Vice President of Development and Alumni Affairs also serves as President of UT Foundation, Inc. (UFFI) in the role of UFFI President, the individual does not report to the President.

## APPENDIX II – UNIVERSITY INFORMATION

### Partnership with the Oak Ridge National Laboratory



The UT System is a managing partner, through UT-Battelle, of Oak Ridge National Laboratory (ORNL), home to the largest open-science research facility in the national laboratory system. This partnership provides UT a unique opportunity to be at the forefront of solving some of the nation's and the world's greatest challenges.

The UT-Oak Ridge Partnership, with a focus on computational science, neutron science, biological sciences, nanomaterials and advanced materials is an unparalleled resource for the state.

More about the UT-Oak Ridge Partnership is at: <http://www.tennessee.edu/ornl>.

#### **Cherokee Farm**

Cherokee Farm, UT's multi-use, high-technology research center located near the UT Knoxville campus, is a platform for world-class academic and economic partnership.

Cherokee Farm positions UT and the state as one of the world's most competitive areas for collaborative research. Drawing on leadership roles already established by UT-ORNL joint institutes in computational science, neutron science, biological sciences, nanomaterials and advanced materials, Cherokee Farm also will be a center for research in alternative energy and environmental sustainability. Cherokee Farm scientists and public and private partners will form an interdisciplinary research hub committed to solving problems of global significance.

More about Cherokee Farm may be found at: <http://www.tennessee.edu/system/cherokee>.

## **The State of Tennessee**

Tennessee is a state with more than 6.3 million people, four large metropolitan areas, two time zones, and an economy ranked\* 17th-largest in the United States. While more Tennessee jobs and economic activity today are industrial or knowledge-based than agrarian, farming and agricultural production remain fundamental to the state's economy. Major outputs include textiles, cotton, cattle, and electrical power – thanks to being home to TVA.

From the Mississippi River on the western border, to the Appalachian Mountains on the eastern border, Tennessee spans a distance of more than 400 miles. Major geographic and cultural diversity are evident from the delta and farm areas of the west, to the rolling hills surrounding Nashville in Middle Tennessee, to the mountainous landscape of East Tennessee.

The state's four largest cities are Memphis, metropolitan area population: 1.3 million; Nashville, metropolitan area population: 1.5 million; Knoxville, metropolitan area population: almost 700,000; and Chattanooga, metropolitan area population: about 500,000.

Major corporations headquartered in Tennessee include FedEx, AutoZone, International Paper, all based in Memphis; Pilot Corp., Scripps Networks Interactive, and Regal Entertainment Group based in Knoxville; Eastman Chemical based in Kingsport; Nissan's North American headquarters in Franklin; and the headquarters of Caterpillar Financial, Bridgestone-Firestone and HCA all based in Nashville. A large Nissan manufacturing facility has been in Smyrna since 1982. In 2015, Volkswagen announced a \$17.8 million expansion of its major manufacturing facility in Chattanooga.

The University of Tennessee maintains a presence in, draws students from and boasts alumni in each of Tennessee's 95 counties. Collectively, the entire state is the campus, and overseeing all UT enterprises and maintaining relationships with the University's numerous constituencies statewide is the responsibility of the UT System president.

*\*Source: U.S. Bureau of Economic Analysis*

### **APPENDIX III— The Knoxville Community**



Knoxville is the home of both the UT System offices and UT Knoxville campus. Knoxville is a 90-minute drive to the UT Chattanooga campus, a two-and-a-half-hour drive to the state capital in Nashville, a five-and-a-half-hour drive to the UT Martin campus and a six-hour drive to the Health Science Center in Memphis.

Knoxville is both the oldest and the third-largest city in the state of Tennessee; only Memphis and Nashville are larger. Nestled in the foothills of the Appalachian Mountains along the Tennessee River, Knoxville is a one-hour drive from Great Smoky Mountains National Park, the U.S. National Park Service's most-visited site. Knoxville also is within a day's drive or less to many major metropolitan areas, including Atlanta, Chicago, Washington, D.C. and the Atlantic coast.

Knoxville boasts a vibrant history, captured in the works of nationally renowned poets, writers and artists, including James Agee, Cormac McCarthy and Nikki Giovanni.

More about Knoxville and links to numerous related websites may be found at:

<http://www.utk.edu/knoxville/>