Chancellor Position Specification

Fall 2021
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The University of Tennessee (UT) seeks an accomplished, collaborative and visionary leader to serve as chancellor of the University of Tennessee Health Science Center (UTHSC). The chancellor is the chief executive officer for the statewide UTHSC, which is headquartered in Memphis, Tennessee, and includes six doctoral-degree-granting health science colleges: Medicine, Dentistry, Pharmacy, Nursing, Graduate Health Sciences and Health Professions. UTHSC spans the state with four major, regional clinical health science locations in Memphis, Knoxville, Chattanooga and Nashville. The chancellor reports to the UT President Randy Boyd. This position is fully responsible for all aspects of the Health Science Center, which together with its clinical practice plans, has a budget of nearly $1 billion, employs more than 4,000 people statewide and faculty members who comprise one of the largest practice groups in the region. UTHSC is the largest educator of health care professionals in the state, including the state’s largest residency and fellowship advanced training programs.

This leader has the mandate from the UT president and the UT Board of Trustees to establish and implement plans to advance UTHSC’s position of prominence in health sciences nationally, while enhancing its commitment to the state. Overall, the chancellor will:

• Lead the health sciences campus, and four major regional clinical health science locations, for one of the most prominent state university systems in the country and directly contribute to strengthening and growing its mission.

• Partner with a dynamic University System president, UT Board of Trustees and state leaders who have shown tremendous support for the University.

• Collaborate with an outstanding corps of health sciences professionals, clinical care providers, deans, faculty and clinical/administration staff—all of whom are dedicated to their University and the well-being of its mission, patients, trainees and students.

• Be part of a University system-wide team and build upon collaborative partnerships across the state.
Overview

The University of Tennessee Health Science Center (UTHSC) was founded in 1911. Our vision is to be the preeminent public research and teaching university linking the people of Tennessee to the nation and the world. UTHSC improves human health by fostering integrated, collaborative and inclusive education, research, scientific discovery, clinical care and public service. Offering a broad range of postgraduate and selected baccalaureate training opportunities, the main campus is located in the heart of the Memphis Medical District and includes six colleges – Dentistry, Graduate Health Sciences, Health Professions, Medicine, Nursing and Pharmacy. UTHSC educates and trains cohorts of medicine, pharmacy and health professions students—in addition to medical residents and fellows—at its campuses in Memphis, Knoxville, Chattanooga and Nashville. Clinical care, professional education and research also are carried out at more than 100 clinical and educational sites across Tennessee.

UTHSC has educated:

- 75% of the state’s dentists
- 40% of its pharmacists
- 40% of the physicians

About 80% of our health professions graduates stay in Tennessee

95% first attempt board pass rate

Greater than 95% graduation rate
The flagship statewide, public, academic health system

Accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC).

Part of the UT System, along with UT Knoxville, UT Chattanooga, UT Martin, UT Institute of Agriculture, UT Southern, the UT Institute of Public Service and the UT Space Institute.

Governed by a board of trustees with 12 members.

Ranked in the top 8 percent of all College of Nursing DNP programs in the nation by U.S. News and World Report

Ranked No. 14 in the country for NIH-funded College of Pharmacy

Ranked No. 20 College of Pharmacy by U.S. News and World Report
### Quick Facts

#### Campus

<table>
<thead>
<tr>
<th>CAMPUSES</th>
<th>STUDENTS</th>
<th>RESEARCH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Memphis  (Main Campus)</td>
<td>3,188</td>
<td>$122.3 Million total gross research awards</td>
</tr>
<tr>
<td>80 Acres</td>
<td>1,496 residents, fellows and postdocs</td>
<td>$28 Million total external dollars generated from Collaborative Research Network (CORNET)-Funded Work</td>
</tr>
<tr>
<td>More than 30 buildings</td>
<td>1,048 degrees awarded</td>
<td>200-plus Clinical trial opportunities brought to UTHSC investigators by Clinical Trials Network of Tennessee</td>
</tr>
<tr>
<td>10-12 new and improved facilities in the past five years</td>
<td>95.4% graduation rate</td>
<td></td>
</tr>
<tr>
<td>Other Campuses</td>
<td>95% first-time board pass rate</td>
<td></td>
</tr>
<tr>
<td>Knoxville, Chattanooga, Nashville</td>
<td></td>
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</tbody>
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#### History

<table>
<thead>
<tr>
<th>YEAR</th>
<th>EVENT</th>
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<tbody>
<tr>
<td>1911</td>
<td>Memphis campus dedicated solely to health science education and research</td>
</tr>
<tr>
<td>1963</td>
<td>UT Graduate School of Medicine in Knoxville became part of UTHSC</td>
</tr>
<tr>
<td>1974</td>
<td>UT College of Medicine in Chattanooga joined UTHSC</td>
</tr>
<tr>
<td>2014</td>
<td>Saint Thomas Health in Nashville began collaborating with UTHSC to create a Nashville campus</td>
</tr>
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#### Academics

- Six colleges
- Four full clinical health science locations

#### Academic Calendar

- Semesters

#### Economy

- $4 Billion annual impact on the Tennessee economy
- 32,000 jobs supported by UTHSC, affiliated organizations

#### Research

- $122.3 Million total gross research awards
- $28 Million total external dollars generated from Collaborative Research Network (CORNET)-Funded Work
- 200-plus Clinical trial opportunities brought to UTHSC investigators by Clinical Trials Network of Tennessee

#### Faculty and Staff

- 3,293 faculty and staff
- 50-plus endowed professorships
- 2 Governor’s Chairs of Excellence
The chancellor of the University of Tennessee Health Science Center (UTHSC) serves on the University of Tennessee's leadership team, reporting directly to the president. The chancellor is the chief executive officer of the Health Science Center campus, including its other locations across the state and is fully responsible for campus administration and management. The chancellor articulates the strategic vision for advancing the academic missions of the Colleges of Dentistry, Graduate Health Sciences, Health Professions, Medicine, Nursing and Pharmacy.

**Duties and Responsibilities**

The primary responsibilities of the position are to promote academic excellence and to provide leadership and administration of the Health Science Center (HSC). The chancellor is expected to provide visionary leadership in strategic initiatives to enhance the standing of the University; budget planning and accountability; shared governance; enhancement of diversity, equity and inclusion; resource enhancement; engagement of the University with the wider community and other elements of administrative policy.

**Education**

- Collaborates with deans and education leaders to provide high quality health care education and biomedical science education to students in undergraduate, graduate and professional programs.

- Ensures ongoing successful University Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) accreditations.

- Ensures the program quality, continued accreditation and positive trainee learning environments for all UTHSC graduate medical, dentistry, nursing, pharmacy and health professions education, residency programs and fellowships across all UTHSC and clinical partner sites.

- Leverages the strengths of existing professional programs and inter-professional training efforts in the health science colleges to enhance inter-professional educational programs.

- Works with college deans to grow program offerings that will address health care workforce needs for the state of Tennessee.

- Ensures collaboration with other UT campuses in alignment with policies and strategic plans.
Community Engagement and Service

• Brings together campus leaders in the delivery of clinical care, education and research to create, nurture and sustain long-term relationships with the communities served.

• Enhances the health of the community through education designed to promote health and wellness.

• Develops partnerships to bring together the expertise, resources and wisdom from the community with that of the campus, to strengthen the quality of life for the many communities served and to continuously elevate access to quality health care.

• Collaborates with community leadership to understand and respond to the unique needs of the diverse communities UTHSC serves.

• Aligns research activities to address health inequities and disease burdens most affecting Tennessee.

• Be a visible and engaged leader in Memphis and across the communities UTHSC serves.

Health Care Delivery

• Works collaboratively with hospital, community health, Veteran’s Affairs and health system partners to build upon clinical programs of excellence.

• Sustains and advances faculty clinical practice plan partnerships and ensures the effective and high quality of faculty practice clinics.

• Leverages health science and clinical leadership in education and innovation to deliver care to vulnerable populations.

• Ensures and promotes the excellence of UTHSC clinical services provided by faculty providers.

• Promotes interdisciplinary collaborations among academic programs and clinical services to enhance integrated health service delivery.
Research Management and Support

• Supports the growth of interdisciplinary health science and health care research by creating new alliances and enhanced integration within the health science colleges and across the University of Tennessee, by optimizing the effectiveness of existing research centers and institutes.

• Supports and grows interdisciplinary and collaborative research activities across the colleges.

• Coordinates with UTHSC leaders to build cutting edge interdisciplinary health science research programs across campus.

• Promotes communication of research findings and innovation to the broader community to influence policy, clinical practice and decision making.

Finance

• The chancellor is responsible for the budgets and financial resources of UTHSC, including regional campuses and affiliated faculty clinical practice plans.

Government Relations and Regulatory Compliance

• The chancellor represents UTHSC to local and state government and policy makers.

• The chancellor works with compliance and policy experts to understand and interpret policy and regulation and their impact on UTHSC, and when necessary, work directly with legislators and other government officials to clearly outline the impact of legislative action on the operations and activities of UTHSC.

• The chancellor ensures UTHSC is in compliance with local, state, federal and professional regulations and policies for its research, educational and clinical care activities.
Goals and Objectives

In addition to supporting the ongoing programs and activities outlined above, the chancellor will be tasked with the following key priorities:

*Position UTHSC as a national leader for health equity and improve the lives of Tennesseans*

- Given its vital importance to the Memphis community and due to its campuses throughout Tennessee, UTHSC is uniquely positioned to utilize its considerable research, educational and community-based practice strengths towards achieving health equity for the diverse populations it serves. The opportunity exists for the chancellor to work with the health science deans, hospital, state and community leaders to identify and address significant health and health care disparities across urban and rural areas in the state.

*Ensure the long-term success of UTHSC’s clinical partnerships*

- As a community-based university, UTHSC relies on strong partnerships with hospital and health system partners across the state for education, training, research growth and faculty clinical practice. The chancellor will be tasked with understanding the multiple agreements in place and lay the groundwork for building trust-based, transparent relationships with hospital partners. Strategic planning for the clinical mission of the University should include its hospital partners, and the chancellor should seek out opportunities for mutual gain. With the benefit of world-class academic and clinical faculty, UTHSC will continue to grow its clinical practice plans and work to meet the primary through quaternary needs of the communities its hospital and health system partners serve.
**Continue to grow research and extramural funding**

- UTHSC has seen steady growth in its research infrastructure, collaborations and extramural funding in recent years and has a goal of raising its national stature regarding scholarship and discovery. There have been substantial investments in enhancing and expanding research facilities, cores and wet lab space; in growing clinical trials support across the state; enhancing informatics and genomics capabilities; and in expanding intellectual property and industry relationships, among other initiatives. Relationships with partners such as St. Jude Children’s Research Hospital and Oak Ridge National Laboratory, as well as growing opportunities to work more closely with the other UT campuses will be key. The chancellor will work with the deans and other research leaders across the University to ensure UTHSC leverages all of its strengths to pursue strategic growth in targeted areas in an interdisciplinary and collaborative way.

**Promote inter-professional and interdisciplinary opportunities**

- The six health science colleges are leaders individually in their respective fields. With the recognition that more is possible by working together on research, education and practice opportunities, the chancellor will drive closer cooperation between the colleges and campus administration. This will entail, amongst other efforts, examining how faculty and investigators are recruited and incentivized to work across disciplines, creating additional inter-professional settings for students and faculty to practice and learn together, and removing outdated policies and procedures that create barriers in the face of innovation.

**Enhance philanthropy and ensure strong government relations**

- A key role for the chancellor is as the face and voice for health sciences education and research in the state. This entails cultivating corporate and individual donors to support UTHSC’s mission and in creating opportunities for philanthropy. As the state’s academic health science center, the chancellor will interface with community and government leaders vital to the enterprise’s ongoing success and advocate for support to transform the lives of Tennesseans. The state of Tennessee has been incredibly supportive of the University and the chancellor will find broad support for innovative initiatives which benefit the state.
Qualities, Experience and Qualifications

The successful candidate will possess significant senior leadership experience gained through roles such as a dean, associate dean, chief executive officer, associate vice chancellor, chancellor or other substantive executive leadership role(s) in a major health science enterprise or institute that embraces clinical care, research and health science education. Applicants with non-traditional health sciences backgrounds, but who possess demonstrated experience leading comparably sized, complex organizations and who possess the required skills, are also encouraged to apply. The ideal candidate will have demonstrated abilities to lead UTHSC’s medical and/or health programs, ideally with experience in a large public and/or land grant institution within a multi-campus system. Health sciences candidates should possess a terminal degree, including MD, DNP, PhD, DDS, PharmD or equivalent health professions degree and evidence of national and international recognition of scholarship, medical or health education, and clinical practice achievements sufficient to qualify for tenure as a full professor and
garner credibility locally, nationally and with current and prospective colleagues within the UT Health Science Center and UT System. Non-traditional, non-health sciences candidates should possess substantial experience of leadership success in the business, community or governmental arena, and a history of community service and commitment to advancing the higher education mission.

The successful candidate will possess a demonstrated commitment to UTHSC’s mission to improve the health and well-being of Tennesseans and the global community by fostering integrated, collaborative and inclusive education, research, scientific discovery, clinical care and public service. The candidate will have the experience and a clear vision to grow extramural federal, state, philanthropic and industry support for research and academic programs, and will have experience working with clinical partners to build collaborative and high-quality clinical practice and training programs, as well as the ability to advance inter-professional practice, educational and research programs. The successful candidate will have skill and experience communicating successfully in a complex environment with various internal and external constituencies, and a demonstrated history of a commitment to inclusion, diversity and engagement.
Vitally, the next chancellor for UTHSC will embody the University of Tennessee Be One UT values.

These values are intended to shape culture across the System and build purpose, improve team cohesion and create a sense of shared commitment in the workplace.

**Bold and impactful**
Serving the state by tackling grand challenges.
  1. Think big
  2. Make a difference
  3. Serve with purpose

**Embrace diversity**
Respecting our individual and organizational uniqueness that makes us stronger.
  1. Listen with empathy
  2. Expect civility and collegiality
  3. Model inclusive behaviors

**Optimistic and visionary**
Empowering courageous leadership.
  1. Find the positive
  2. Inspire others
  3. Lead by example

**Nimble and innovative**
Inspiring creative and transformational action.
  1. Try new things and keep what works
  2. Embrace change
  3. Remove barriers

**Excel in all we do**
Committing to continuous improvement and outstanding performance.
  1. Set high standards
  2. Pursue learning and growth
  3. Recognize and celebrate quality

**United and connected**
Collaborating internally and externally for greater collective impact.
  1. Be a team player
  2. See yourself as part of the larger purpose
  3. Share experience and knowledge

**Transparent and trusted**
Fostering integrity through openness, accountability and stewardship.
  1. Believe in the good intentions of others
  2. Be honest
  3. Proactively communicate
Procedure for Candidacy

Please direct all inquiries, nominations and applications (including a CV and cover letter) to John Thornburgh, Jeff Schroetlin and Dr. Tony Barbato, with Witt Kieffer, preferably via e-mail, to UTHSCChancellor@wittkieffer.com or phone at 630-575-6904.
EVERYWHERE YOU LOOK, UT

UT is Tennessee. Woven into the fabric of life for all Tennesseans—from Memphis to Mountain City and every space in between. Led by UT President Randy Boyd, the UT System has campuses in Knoxville, Chattanooga, Pulaski, Martin and Memphis; the UT Space Institute in Tullahoma; the UT Institute of Agriculture with a presence in every Tennessee county; and the statewide Institute for Public Service. From its founding in Knoxville in 1794 to its statewide presence today, UT is Tennessee’s oldest, largest and preeminent public higher education system.

The UT System works to develop and advance the strategic vision and to support and serve the campuses and institutes through advocacy, collaboration and connectivity, efficiency and effectiveness, stewardship and oversight.

Through its three-part mission to educate, discover and connect, the UT System aims to serve all Tennesseans and enable strong economic, social and environmental well-being.

Quality Education for All
The UT System enrolls more than 50,000 students, produces about 12,000 new graduates a year and represents more than 400,000 alumni around the world. UT campuses across the state offer nationally ranked degree programs, state-of-the-art facilities and scholarships that make earning a degree possible for everyone—regardless of income. The University has a substantial role in helping the state achieve the “Drive to 55” initiative to increase the number of Tennesseans with at least a two-year degree to 55 percent by 2025.

Life-Changing Innovation
Innovators throughout the UT System are using science and collaboration to improve lives and shape the future. Students have unparalleled opportunities to work with some of the world’s greatest scientific minds, many of whom have joint appointments with Oak Ridge National Laboratory. Through UT-Battelle, the University has managed the lab for the Department of Energy since 2000—a role afforded to only a handful of universities across the country.

Research is a critical part of the University’s mission as a land-grant institution. Across UT faculty and students are involved in research, adding to the body of knowledge in academic disciplines and providing solutions to everyday problems.
Community Engagement and Service
In every corner, every campus and every county across the state, the UT System is supporting and connecting communities through services, education, research, ongoing outreach and engagement. From training law enforcement officers to offering assistance to local farmers, to leading the battle against the global pandemic, UT employees are working hard to make life better for all Tennesseans.

The University enriches its communities with fine arts that bring the public to campuses. Faculty, staff and students share their skills through volunteer service and provide training, consulting and assistance to schools, businesses and civic organizations. Every year, thousands of adults and children are served by the UT Health Science Center.

Everywhere you look, UT.
UT System President Randy Boyd

Randy Boyd serves as the 26th president of the UT System. Boyd, a UT Knoxville alumnus and businessman, was elected by the UT Board of Trustees in 2020 following a 16-month period as interim president. During his time in office, he has introduced UT Promise, a last-dollar academic scholarship and mentoring program guaranteeing free tuition and fees for Tennessee residents whose family household income is under $50,000 a year; guided the University through the COVID-19 pandemic; and expanded the UT System by adding a fourth undergraduate campus in Pulaski called UT Southern.
Appendix I
Memphis Community

Memphis is a diverse community widely known for its music, food, sports teams, vibrant downtown, leafy suburban neighborhoods and burgeoning academic and clinical health care community.

On the banks of the Mississippi River, Memphis’s musical history is second to none. The city that raised Elvis and still reveres Graceland, his home, also has a long history with soul music and other genres. The Stax Museum of American Soul Music; Beale Street, home of the blues; and Sun Studio, where rock ‘n’ roll was born are just a few shrines to the city’s music heritage. Today, the Beale Street Entertainment District downtown carries on the tradition, with nightclubs, restaurants and bars, where you can hear anything from blues to jazz to country music day or night.

The city is home to the National Civil Rights Museum, located at the former Lorraine Motel, where civil rights leader Martin Luther King, Jr. was assassinated. One of the nation’s foremost heritage and cultural museums, the National Civil Rights Museum explores the history of the civil rights movement to the present day.

In sports, Memphis is known for its NBA Grizzlies, the University of Memphis Tigers, the Memphis Redbirds and the FedEx St. Jude Invitational golf tournament. For foodies, there’s the Memphis in May World Championship Barbecue Contest, many world-class restaurants and plenty of local mom-and-pop establishments.

Outdoor lovers will enjoy Overton Park in the center of the city with the Memphis Zoo, home to 4,500 animals; Shelby Farms out east, where the whole family can play; Big River Crossing, the longest active rail/bicycle, pedestrian bridge in the country; and many sports fields and playgrounds for young and old alike.

Memphis is a city of growth. New apartment and condo buildings are going up from downtown, to Midtown, to the Medical District and beyond. Family friendly neighborhoods, with a mix of public, private and charter schools, abound in the city and in the suburbs that surround it.

The vibrant Medical District at the heart of the city, boasts at least half a dozen hospitals, a Level 1 Trauma Center, a Best Children’s Hospital and UT Health Science Center, Tennessee’s flagship academic health science institution.
Appendix II
State of Tennessee

Tennessee is a state with more than 6.9 million people, four large metropolitan areas, two time zones, and an economy ranked* 16th-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: more than 1.3 million; Nashville, metropolitan area population: 1.95 million; Knoxville, metropolitan area population: almost 870,000; and Chattanooga, metropolitan area population: about 550,000.

Major corporations headquartered in Tennessee include FedEx, AutoZone, International Paper, all based in Memphis; Pilot Corp., Discovery Networks, 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, Dollar General and HCA, all based in Nashville.

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. News and World Report Economy Rankings*