CHANCELLOR
ABOUT UT MARTIN

Located in rural northwest Tennessee, the University of Tennessee at Martin is committed to broadening the horizons of its 7,000 students and positioning them for success—in fact, the campus’ motto is, "The Sky’s the Limit."

UT Martin is a comprehensive campus with five colleges offering more than 100 academic areas of study within 18 undergraduate degree programs. The campus also offers five graduate degrees within 17 specialized concentrations. Focused on providing access to higher education, UT Martin has more off-campus centers than any public four-year university in the state and is the UT System’s largest provider of online education. The five regional centers are located in Jackson, Parsons, Ripley, Selmer, and Somerville, and each offers a wide variety of degree programs to students in locations that are convenient and accessible for them to pursue their academic journeys.

In addition, UT Martin has created partnerships with other UT campuses to provide roadmaps to professional degree programs, such as law and veterinary medicine at UT Knoxville and pharmacy at the UT Health Science Center in Memphis.

Ranked nationally as a “Top-20 University in the South” by U.S. News & World Report and as the “Best Southeastern University” by The Princeton Review, UT Martin is the place where dreams take flight.
The University of Tennessee is accepting nominations and applications for the position of Chancellor of the Martin campus. This leader will succeed Dr. Keith Carver, who was appointed in January 2023 to head the UT Institute of Agriculture after serving with great distinction as UT Martin’s chancellor since 2017.

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 UT System President. This position is appointed by the President and elected by the University of Tennessee Board of Trustees.

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 will possess the 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. The Chancellor will create a culture where all students feel safe, respected, and can succeed.

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.
UT Martin’s next Chancellor will have the opportunity to lead a special and vibrant university toward future successes and will be presented with the opportunity to achieve the following professional and personal accomplishments:

- Lead a student-centered institution with a solid reputation and positive momentum into its next chapters of success
- Serve as a passionate advocate of a mission to enhance student success and the university’s resources, quality, and impact
- Oversee the implementation of a thoughtful and comprehensive strategic plan that will further build the university’s mission, relevance and resources
- Partner with a cohesive and collaborative senior leadership team and a dedicated, energetic “family” of faculty and staff
- Work closely with the Board of Trustees, leadership team and peer Chancellors of a nationally respected system within a state that values – and invests in – higher education
- Be an active and influential leader within West Tennessee and across the state, and meaningfully impact the quality of life and economic vitality

LEADERSHIP EXPECTATIONS AND QUALIFICATIONS

The primary responsibilities of the position are to promote academic excellence and to provide leadership and administration of the Martin campus. 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 and resource enhancement, engagement of the university with the wider community, and other elements of administrative policy.

Additionally, the Chancellor is expected to:

- Articulate a strategic vision and long-term goals for the campus.
- Foster student success through increased enrollment and graduation rates.
- Foster interdisciplinary approaches to undergraduate and graduate education.
- Maintain a cooperative and mutually beneficial relationship with the chancellors of other UT campuses in the UT System.
- Interact with the Advisory Board for the campus with respect to areas within the Advisory Board’s statutorily prescribed role and responsibilities.
- Ensure recruitment, development, and retention of diverse faculty, administrators, students, and staff.
- Lead the campus’s development and alumni activities.
• Promote excellence and innovation in all mission areas.
• Build partnerships and collaborative relations with internal and external stakeholders.
• Boost private fundraising and alumni engagement.
• Strengthen the national and regional reputation of the University.
• Secure resources to meet and enhance campus objectives.
• Build strong relationships with elected and governmental officials.
• Contribute in measurable ways to the mission of UT Martin and will fully embrace the systemwide “Be One UT” Values.

The Chancellor’s direct reports include the Provost and Vice Chancellor for Academic Affairs, the Vice Chancellor for Student Affairs, the Senior Vice Chancellor for Finance and Administration, the Vice Chancellor for University Advancement, the Vice Chancellor of University Relations, the Vice Chancellor for Diversity and Inclusion, the Vice Chancellor and Chief Information Officer, the Vice Chancellor of Intercollegiate Athletics, the Director of Research, Outreach and Economic Development, the Director of the Ned Ray McWherter Institute, and the Director of the WestStar Leadership Program.

OPPORTUNITIES AND EXPECTATIONS FOR LEADERSHIP

Beyond the management of a complex academic enterprise, the next Chancellor of UT Martin will be encouraged to place particular emphasis on the following inter-related imperatives that will continue to strengthen and sustain the university and add value to its students, faculty, staff and community. Most of the priorities outlined below are spelled out in detail – along with accompanying implementation plans and tactics – in a refreshed Strategic Plan for 2022-2025 that was approved by the UT Board of Trustees in October, 2022. While the new UT Martin Chancellor will have the opportunity to put their imprint on this plan, it will be of great benefit to this new leader to have a “ready now” road map for achieving strategic goals and objectives in key areas related to resources, reputation, student success, and engagement.

Continue to build enthusiasm and optimism for UT Martin’s future

UT Martin has benefited from a leadership culture committed to moving the university forward with energy and vision. The new Chancellor will continue to enhance morale by instilling a shared sense of excitement about UT Martin’s potential and align this with faculty, staff, trustees, and community members. A companion effort by the Chancellor will be to forge a leadership culture of trust, integrity and a shared destiny for UT Martin’s future. The long-standing loyalty of UT Martin’s faculty and staff and their pride in the university will be of great value here. The new Chancellor can make a difference by capitalizing on UT Martin’s history and long-standing assets – not attempting to remake them.
**Build and Sustain Enrollment**

In light of UT Martin’s tuition-dependent finances, the new Chancellor must continually focus on the core priorities of recruiting and retaining students. These efforts will be centered on a comprehensive and inclusively developed Strategic Enrollment Plan that was launched in September, 2020. This data-driven plan was the catalyst for launching new academic programs that have already produced meaningful enrollment and revenue results, some of those programs include a bachelor’s degree in cybersecurity, a bachelor’s degree in Construction Management and a human resources master’s concentration in MBA.

The enrollment management focus should also embrace new strategies for retaining students, particularly those who are “at risk” academically or financially. The Chancellor should ensure that resources and attention be directed to ensuring student success and continuity here.

**Engage in the Community**

The new Chancellor will be highly visible and engaged on a regular basis and will serve the university by being passionate about the value that UT Martin brings to its stakeholders – both on and off-campus. While the demands on a Chancellor’s time and energies are heavy, this leader needs to maintain a presence with students, faculty and staff that conveys a sense of genuine enthusiasm for their activities, initiatives, and well-being. The Chancellor should continue to convey a communication instinct that results in an informed and engaged campus community and enables its alignment with UT Martin’s priorities.

Externally, partners of the new Chancellor include the City of Martin and the West Tennessee region. The Chancellor will build positive working relationships with elected officials and community/business leaders. A key goal here is to continuously bolster the regional community’s appreciation for UT Martin so that it is enthusiastically embraced as an asset to the region.

A prime opportunity for UT Martin’s next Chancellor to engage externally will be the university’s involvement in a major economic and workforce development initiative. In September, 2021 Ford Motor Company announced that it will be building an automotive assembly complex in west Tennessee to produce electronic trucks and EV batteries. Scheduled to open in 2025, this plant will yield 5,800 jobs. UT Martin is already “at the table” to support the education and training needs of these workers, and the Chancellor will have an impactful role in leveraging the university’s resources here.
Foster a campus community of inclusion, diversity and civility
UT Martin has worked effectively in recent years to expand the diversity of its students, faculty and staff, but the need for continued progress in this area remains an important goal. The new Chancellor must lend personal authority and passion to efforts underway to impact this profile through targeted recruiting and by conveying a genuine commitment to this goal. The Chancellor should also promote a culture of diverse and progressive thought, and lead through appropriate and reflective comments about social issues that impact the university community.

Build and steward UT Martin’s resources
In times of flat or declining tuition revenues, there is a critical need to carefully manage campus expenses and to identify and attract new sources of funding. The next Chancellor must continue to closely monitor the campus budget to ensure that it is in line with revenue projections. The Chancellor must also seek and secure capital funds for the renovation of aging campus facilities and the construction of new ones.

In terms of new sources of revenues, the Chancellor will work to build a more robust endowment (currently $47 million) and boosting annual giving (currently $800,000). Securing additional resources that will allow the university to build higher standards of academic excellence and student support will be an important priority for the new Chancellor, who will be expected to devote considerable time and energy to fundraising efforts. Here, the Chancellor will play the leading and most visible role among the institution’s constituents (including its 52,651 alumni, corporations and foundations, government, the local community, and other groups), forming productive strategic partnerships with potential donors and maximizing fundraising success.

REQUIRED CANDIDATE QUALIFICATIONS
The position requires an earned terminal degree and progressively more responsible administrative leadership in higher education or comparable leadership experience. Additionally, it requires a keen understanding appreciation for degree programs in service to West Tennessee and the region. The successful candidate must have an understanding of the role of a comprehensive regional public institution as well as a commitment to inclusive excellence, an enthusiasm for students, and an appreciation for faculty and staff.

The Chancellor is expected to express a passion for the mission of public education and understand the important social and economic roles it plays in the region and state. The Chancellor will articulate the institution’s values, serve as a persuasive advocate for the university at the state level, and lead efforts to raise new resources from the university’s many and broadly based constituents.
Additional skills include:

- Experience with development including skills in securing extramural and private funding
- Experience representing a university to external audiences, including government and alumni groups
- Experience communicating successfully in a complex environment with various internal and external constituencies
- Experience working collegially with a wide variety of constituencies such as the UT System Administration and the chancellors of other UT campuses
- Demonstrated leadership skills and abilities.
- Transparency in decision-making and management.
- Ability to work with cross-functional teams and foster teamwork.
- Ability and willingness to delegate effectively and to hold direct reports accountable.
- Ability to deliver performance-based results.

APPLICATION PROCESS

All applications, nominations and inquiries are invited. Applications should include, as separate documents, a CV or resume and a letter of interest addressing the themes in this profile. WittKieffer is assisting the University of Tennessee with this search. For fullest consideration, candidate materials should be received by May 19, 2023. Application materials should be submitted using WittKieffer’s candidate portal.

Nominations and inquiries can be directed to:
John K. Thornburgh and Cathryn Davis
UTennMartinChancellor@wittkieffer.com

Please note that the state of Tennessee prides itself on the transparency of its government, and all formal applications will be subject to release upon public inquiry. If applicants do not want to have their materials made public if they do not become finalists, they must specifically request this at the time of their application.

Compensation for the position will be competitive and commensurate with qualifications and experience. The University offers a comprehensive benefits package that includes excellent healthcare and tuition benefits for employees and their families, generous retirement benefits, a wide variety of professional development opportunities, supportive work and family benefits and much more. Additionally, Tennessee residents do not pay a state income tax. For more information on the University of Tennessee’s benefits, visit https://hr.tennessee.edu/benefits/

About the Martin Community

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/

All qualified applicants will receive equal consideration for employment and admission without regard to race, color, national origin, religion, sex, pregnancy, marital status, sexual orientation, gender identity, age, physical or mental disability, genetic information, veteran status, and parental status, or any other characteristic protected by federal or state law. In accordance with the requirements of Title VI of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, and the Americans with Disabilities Act of 1990, the University of Tennessee affirmatively states that it does not discriminate on the basis of race, sex, or disability in its education programs and activities, and this policy extends to employment by the university. Inquiries and charges of violation of Title VI (race, color, and national origin), Title IX (sex), Section 504 (disability), the ADA (disability), the Age Discrimination in Employment Act (age), sexual orientation, or veteran status should be directed to the System Human Resources, Knoxville, TN 37996, telephone 865- 974-8170. Requests for accommodation of a disability may also be directed to this office.
A SMALL-TOWN UNIVERSITY FOR PEOPLE WITH BIG DREAMS