



THE UNIVERSITY OF
TENNESSEE
CHATTANOOGA

Chancellor
Leadership Profile

January 2025



WittKieffer

The Opportunity

The University of Tennessee System is accepting nominations and applications for the position of Chancellor of the University of Tennessee at Chattanooga (UTC/UT Chattanooga). The Chancellor is the Chief Executive Officer of the Chattanooga campus and serves on the University of Tennessee System (UT) 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](#).

The next Chancellor will be responsible for leading UT Chattanooga to new levels of achievement and must possess a proven record of successful leadership and management of people and teams within one of more complex organizations. 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 be a highly visible figure both externally and internally, fully engaging with faculty, students, staff, alumni, the extended University family, elected and government officials, and other community leaders to address the challenges of the University and the region. The Chancellor will play a central role in continuing efforts to build and sustain a culture of health, safety, and well-being, so that all faculty, staff, and students feel safe and respected as they strive to reach their full potential.

The Chancellor will possess the skills to promote academic excellence, provide visionary leadership in strategic initiatives that enhance the standing of the University, foster a culture of financial planning and accountability, respect and promote shared governance, enhance belonging in the institution, and engage the University with the wider regional community. The Chancellor must have a strong commitment to public higher education, a compelling desire to further the mission and core values of UT Chattanooga, and an alignment with the [Be One UT values](#). Those strengths will be realized in this individual's ability to attract and retain exceptional faculty, staff, and students, increase private philanthropy, and demonstrate success in implementing the University's strategy.



UT Chattanooga's next Chancellor will have the opportunity to lead a student-centered institution with a strong and growing reputation for teaching and research that makes a difference 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 advance student success, including increases in enrollment, retention, and graduation rates, and enhance the University's resources, quality, and impact.
- Partner with a cohesive and collaborative senior leadership team and a dedicated, energetic team of faculty and staff.

- Work closely with the Board of Trustees, leadership team, and peer chancellors of a nationally respected university system within a state that values – and invests in – higher education.
- Be an active and influential leader in Chattanooga and across the state, working to meet the talent and workforce development needs of the region and meaningfully impacting quality of life and economic vitality.

Key Priorities

The next Chancellor of UT Chattanooga will be expected to address the following priorities, among others:

- **Provide visionary leadership.**

UT Chattanooga is currently engaged in a strategic planning process – "Strategy 2030" – that will go before the University of Tennessee Board of Trustees this summer and provide guiding direction for the University in the years to come. However, this strategic plan is intended to be dynamic and evolving, requiring a Chancellor with a forward-looking, entrepreneurial mindset who will be able to work with all institutional constituents to continually assess the University's vision and implement strategies that will fulfill UTC's mission and achieve its goals. This individual must be able to effectively set priorities, ensure decisions at all levels of the University align with those priorities, and passionately communicate UTC's vision in a manner that connects with the University's many constituents, both internally and externally. The next Chancellor must ensure alignment with the [University of Tennessee's strategic pillars](#) and act as a collaborative partner in the advancement of the System's goals.

- **Grow enrollment and enhance student outcomes.**

UTC has set a goal of growing its enrollment to 14,800 students by 2030 – a 27% increase over the next five years. The University saw record freshman enrollment in fall 2024 and continued success in this area will be important to achieving UTC's goal. The state of Tennessee is projected to see [a 15% increase in high school graduates through 2041](#), making it one of only a handful of states expected to see increases. While first-time freshmen will continue to be an important part of the University's growth, UTC will also need to continue to expand its offerings and the breadth of students it serves. This includes increasing the number of adult learners (currently 17% of the University's students are 25 or older), growing the number of students engaged in online programs (which have nearly doubled over the last five years), and continuing to strengthen and expand graduate programs. As the University grows, there will need to be a continued focus on improving student outcomes. The current freshman retention rate (72%), six-year graduation rate (51%), and four-year graduation rate (38%) all present opportunities for improvement, and the University has many successful efforts to build upon, including its [Mosaic](#) program for neurodiverse students and its [Office of Veteran and Military Affairs](#). The next Chancellor must be able to break down silos and encourage collaboration and innovation across a complex institution as the University pursues its goals of growth and successful outcomes for all students.



- **Engage and partner with the Chattanooga community.**

UTC's location in downtown Chattanooga – a thriving, dynamic metropolitan area – and its history of partnership within the community and across the region provide a solid foundation for future partnerships that will stimulate further growth and development for both the University and the city. The University has invested heavily in campus infrastructure with more than \$710 million in capital projects during Chancellor Angle's

tenure and another \$414 million in progress now, which has had a significant impact on the vitality of downtown Chattanooga. Expansion of public-private partnerships, especially as it relates to housing options for students, will be critically important as the University strives to meet its enrollment and student success goals. The University also plays an important role in addressing disparities in the community and has engaged in a number of community-wide initiatives to further these efforts, including its [University High](#) program that partners with Hamilton County Schools to provide exposure to college programs for local students. The Chattanooga community and UTC donors have also generously supported the University, including a record-setting year of \$60 million in giving in 2024 that included a [\\$30 million gift to renovate and expand the Gary W. Rollins College of Business](#) and [an \\$8 million gift to name the Dorothy and Jim Kennedy Health Sciences Building](#). The next Chancellor will be expected to build authentic and meaningful relationships with community partners and University supporters, listening to the needs of employers and understanding the opportunities to positively impact the region's upward trajectory.

- **Grow UTC's research impact.**

A particularly exciting development at UTC is its expanding role in leading-edge research, particularly in quantum sciences and mobility technologies. The establishment of the [Quantum Center](#), combined with over \$4 million in federal funding for quantum research, demonstrates UTC's commitment to advancing these transformative fields. UTC also recently announced an international search for its first-ever Governor's Chair



appointment in Quantum Information Science and Engineering, a prestigious role to be shared with Oak Ridge National Laboratory (ORNL) that underscores UTC's critically important role within the UT System. As an urban campus near the city center of Chattanooga, UTC is also uniquely well-situated for the study, development, and implementation of data-driven solutions to improve urban mobility. Over \$4.5 million in federal dollars were committed to mobility research last year and UTC's [Center for Urban Informatics and Progress](#) continues to make national headlines for additional public and private investments that expand its research capacity in this field. New Ph.D. programs in mobility and quantum studies that will come online in 2025 will attract more top-tier faculty and students. As UTC aspires to achieve Carnegie "High Research Activity" (R2) status by 2027 and continue to grow its research profile, the next Chancellor will play a key role in building on these remarkable initiatives and fostering further collaboration with ORNL and other partners to address critical challenges in energy storage, smart transportation, and beyond.

- **Foster University spirit and elevate visibility.**

UT Chattanooga's Chancellor must be a passionate, visible leader with the ability to instill pride, energy, and a sense of "Moc-spirit" in constituents on-campus and in the community. The University's Division 1 athletics programs, NPR station ([WUTC 88.1](#)), its many contributions to arts and culture, and its unique academic initiatives all serve as avenues to a more intense connection to the institution and elevated visibility in the community and beyond. The next Chancellor will serve as the University's lead cheerleader, celebrating the accomplishments and contributions of faculty and staff, elevating its brand, and making it a university of first choice for students.

About UT Chattanooga

The University of Tennessee at Chattanooga is a community-engaged university located in Chattanooga, Tennessee, a renaissance city that has gained international attention for its total transformation over the past two decades. The city of Chattanooga has a population of approximately 187,000 and a metropolitan statistical area with a population of approximately 575,000. It features a renovated downtown and riverfront community with an expansive offering of outdoor, cultural, and community activities. Its economic base has been revamped to include a mixture of innovative technology, logistics, manufacturing, and healthcare employers; a growing number of public and private partnerships; and a vibrant start-up and entrepreneurial culture. Chattanooga boasts the fastest internet speed and connectivity in the nation, offers an excellent quality of life, and provides an attractive and affordable cost of living.



Once the University completes its current strategic planning process, UTC will be poised to move into a major fundraising campaign with an engaged Foundation Board, an energized Advancement and Foundation team, and a cogent case for support. UTC is a member of the University of Tennessee System and serves a diverse student body of 11,775 undergraduate and graduate students with a goal of 14,800 students by the end of the decade. The vibrant downtown campus currently has over \$414 million in funded facilities projects.

The four academic colleges and the Graduate School of the University offer 48

baccalaureate degrees with 118 program concentrations, 25 graduate certificate programs, 23 master's programs with 49 program concentrations, an education specialist program with 3 program concentrations, and 6 doctoral degrees with 11 program concentrations. Two additional units are led by deans: the Honors College and Library. UTC has ten Chairs of Excellence and an array of endowed professorships, along with a companion Ph.D. program. The University's Division 1 athletics program has been strengthened measurably over the past several years, producing positive results for all involved.

Required Qualifications

The position requires significant administrative leadership in higher education or comparable leadership experience. A terminal degree is preferred. The successful candidate must have an understanding of UT Chattanooga's mission to actively engage students, faculty, and staff; inspire change; and enrich and sustain the community. The University and community expect a Chancellor with an understanding of the role of a community-engaged public institution; a forward-looking, entrepreneurial mindset; an enthusiasm for students; an appreciation for faculty and staff; and a commitment to the [Be One UT values](#).

The Chancellor must express a passion for the mission of public education, understand the important social and economic roles it plays in the region and state, and demonstrate an ability to effectively partner with a wide range of constituents to advance the Chattanooga community. The Chancellor should be able to articulate the institution's values, serve as a persuasive advocate for the University at the local and state levels, and lead efforts to raise new resources from the University's many and broadly based constituents. The successful candidate will

have the experience and a clear vision for how to grow federal, state, philanthropic, and industry support and will have the skills and experience to effectively communicate in a complex environment with various internal and external constituencies.

The next Chancellor must have exceptional leadership skills and a demonstrated record of successful leadership in a complex organization. This individual must have the ability to work with cross-functional teams; foster teamwork and collaboration; delegate effectively and hold direct reports accountable; and deliver performance-based results.

Application Process

All applications, nominations, and inquiries are invited. Applications should include, as separate documents, a letter of interest addressing the themes in this profile and a CV or resume. WittKieffer is assisting the University of Tennessee at Chattanooga in this search. For fullest consideration, candidate materials should be received by **March 13, 2025**. Application materials should be submitted using [WittKieffer's candidate portal](#). Nominations and inquiries can be directed to Ryan Crawford, Lauren Bruce-Stets, and Charlotte Harris at UTChattanoogaChancellor@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.

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 and will not be discriminated against on the basis of, race, color, national origin, religion, sex, pregnancy, marital status, sexual orientation, gender identity, age, physical or mental disability, or covered veteran status.

Inquiries and charges of violation of Title VI (race, color, national origin), Title IX (sex), Section 504 (disability), ADA (disability), ADEA (age), sexual orientation, or veteran status should be directed to the [appropriate affirmative action office](#). Requests for accommodation of a disability should be directed to the campus ADA Coordinator.