Chancellor

The Tennessee Board of Regents, the State University and Community College System, invites applications for the position of chancellor. The chancellor is the chief executive officer of the system. The Office of the Chancellor guides the TBR system in accordance with the board’s direction and provides strategic leadership for meeting the state’s postsecondary education needs. The Chancellor’s Office is located in Nashville, Tenn.

The Opportunity

The Tennessee Board of Regents System is positioned to continue its progressive trajectory as a national model for promoting the value of higher education, meeting public accountability and building partnerships. The TBR seeks a leader to galvanize the state and its diverse communities around its compelling vision for the future. Broadening educational opportunity requires strong leadership and an understanding of how to utilize public policy and public/private investment in today’s higher education environment.

The opportunities for the system and its chancellor abound. Tennessee’s Governor Bill Haslam has challenged the state with a critical new mission: The Drive to 55 – the drive to equip 55 percent of Tennesseans with a college degree or certificate by the year 2025. The system and institutions, administrators, faculty and staff are cohesive in their commitment to support this goal through achieving excellence in student success, workforce readiness, and meeting the strategic goals of the state.

The System

The 100th General Assembly passed the Focus on College and University Success (FOCUS) Act on April 4, 2016, and Governor Haslam signed the bill into law on April 19. The FOCUS Act became the next step in helping Tennessee reach its Drive to 55 goal. The act will better align the state’s postsecondary education system by providing a sharpened focus on the governance of the community colleges and colleges of applied technology under the Tennessee Board of Regents while granting the six four-year universities additional autonomy with institutional governing boards. More information about the FOCUS Act is available at https://www.tn.gov/governor/article/2016-legislation-focus-on-college-and-university-success-focus-act

There is a strong desire to take advantage of the opportunities the FOCUS Act brings. The board currently oversees the state’s 13 community colleges, 27 colleges of applied technology (TCATs) and the six public universities outside of the University of Tennessee System (see https://www.tbr.edu). Though the six universities will gain their own governing boards, TBR may maintain some administrative functions with and for the universities. As details, rules and regulations are being defined during the transition, the close collaborative relationships will remain as powerful forces to meet the state’s educational goals.

As a result, the TBR aspires to be the premier technical and community college system in the nation leading in education and workforce development.
Together, the community colleges and colleges of applied technology enrolled 107,686 students in fall of 2015, employ about 6,700 people, and operate with a total budget of almost $795 million.

The TBR Community College System includes 13 public, two-year institutions with more than 65 campuses across the state of Tennessee, offering more than 480 academic programs. These institutions provide excellent career training and university transfer programs. Further information can be found at [http://www.tncommunitycolleges.org/](http://www.tncommunitycolleges.org/)

The Community Colleges are:
- Chattanooga State
- Cleveland State
- Columbia State
- Dyersburg State
- Jackson State
- Motlow College
- Nashville State
- Northeast State
- Pellissippi State
- Roane State
- Southwest Tennessee
- Volunteer State
- Walters State

The Colleges of Applied Technology (TCATs) are the state’s premier providers of state-of-the-art workforce development training. Through their workforce development mission, the TCATs help businesses and industries satisfy their need for a well-trained, skilled workforce that can compete effectively in the global marketplace. Under the governance of TBR, the TCATs offer certificate and diploma programs in distinct occupational fields as well customized training.

The network of colleges is strategically situated across Tennessee in 27 main locations to ensure that businesses and industries throughout the state have access to a qualified workforce, though extension campuses provide additional outreach. Further information can be found at [https://www.tbr.edu/tcat/office-colleges-applied-technology](https://www.tbr.edu/tcat/office-colleges-applied-technology).

The TCAT main campuses are located in Athens, Chattanooga, Covington, Crossville, Crump, Dickson, Elizabethton, Harriman, Hartsville, Hohenwald, Jacksboro, Jackson, Knoxville, Livingston, McKenzie, McMinnville, Memphis, Morristown, Murfreesboro, Nashville, Newbern, Oneida, Paris, Pulaski, Ripley, Shelbyville and Whiteville.

**The Board**

The composition of the governing body of the Tennessee Board of Regents is set forth in Tennessee Code Annotated 49-8-201. The board consists of 18 members: 12 lay citizens appointed for six-year terms by the governor, with one each from the state’s nine congressional districts and three from the grand divisions (at-large appointments may also be non-Tennessee residents); one faculty member from among the system institutions appointed by the governor for a one-year term; one student from among the system institutions appointed by the governor for a
one-year term; and four ex-officio members—the Governor of Tennessee, the Commissioner of Education, the Commissioner of Agriculture, and the Executive Director of the Tennessee Higher Education Commission, who is a non-voting member.

**TBR Programs and Initiatives**

The initiatives below represent just a few of the system-wide programs designed to increase student success. They demonstrate an excellent opportunity for a leader to have a profound, even historic, impact.

- **Governor’s Drive to 55**: Tennessee’s initiative to equip 55 percent of Tennesseans with a college degree or certificate by 2025.
- **Tennessee Transfer Pathways**: Advising tools designed to help community college students plan for transferring to a Tennessee public university or select regionally accredited, non-profit, Tennessee private colleges and universities to complete their baccalaureate degree.
- **Corequisite Remediation**: Now students who need remediation in mathematics, reading or writing are enrolled directly into credit bearing classes together with required additional academic support, as opposed to being first enrolled in stand-alone developmental classes. In Fall 2015 the TBR became the first system to take the model to a system-wide scale. Community colleges have seen a 350% increase in students completing their mathematics, and a doubling of success rates in English within their first year.
- **Academic Mindset**: Recent cutting-edge work in the TBR has substantiated cognitive psychology research and demonstrated that how students feel about themselves as learners and how they interact with their learning environment (their academic mindset) has a substantial impact on their success. Work is now in progress to create and implement classroom and institutional interventions that would enable students to positively transform their academic mindset, hence improving their learning outcomes.
- **High Impact Practices**: A growing body of evidence shows high impact practices like undergraduate research, internships, service learning and study abroad deepen learning and improve student success for all, but especially among historically underserved populations. TBR’s nationally recognized High Impact Practice Initiative has worked with teams of faculty to develop implementation roadmaps, webinars and regional trainings for these pedagogies that enable each institution to evaluate high impact practices on their campuses and enhance the availability of these experiences. A common system-wide data standard will soon allow us to collect consistent data about the impact of these initiatives.
- **Course Revitalization**: The Course Revitalization Initiative worked with over 100 teams of faculty at universities and community colleges to redesign their most commonly enrolled freshman courses. It enables faculty to collaborate to develop and implement the latest and most effective pedagogies in their respective disciplines.

**Tennessee Promise**

Beginning with the Class of 2015, Tennessee Promise provides Tennessee high school graduates the opportunity to attend a community or technical college free of tuition and fees.

Tennessee Promise is both a scholarship and mentoring program that began in the fall of 2015. It provides students a last-dollar scholarship, meaning the scholarship will cover tuition and fees not covered by the Pell grant, the HOPE lottery scholarship, or Tennessee Student Assistance Award funds. Students may use the scholarship at any of the state’s 13 community colleges, 27 colleges
of applied technology, or other eligible institution offering an associate degree program. More
information on the Promise is available at http://tnpromise.gov/

The Position

The position will require a chancellor of considerable experience and skill. A strong leader and
manager of people and programs is required.

Minimum Qualifications:

Significant senior-level administrative experience in an educational, governmental, or business
environment.

The communication and human relations skills to lead a complex organization with multiple
constituencies.

An understanding of the educational value of full access and inclusion.

Preferred Experience:

The ideal candidate should have a history of successful experience:

- In bringing new vision in order to propel higher education institutions to greater heights
  achieving national prominence by advancing higher education and fulfilling the legislative
  mandates.
- In crafting seamless alignment among public institutions.
- In participating in the transformation of an organization, particularly a culture change as
  imbedded in the ongoing transition of governance structures in the post-secondary
  educational environment.
- In leading innovative best practices for effective and efficient results for quality improvement.
- For attracting traditional and non-traditional students into both transfer and workforce
  programs (AAS/certificates) and promoting approaches to enhance their opportunities for
  success.
- In bringing an understanding of outcomes-based funding principles and their impact on
  budgeting and planning.
- In demonstrating successful collaboration with K-12 education systems and leaders.
- At employee engagement and effectiveness.
- In promoting collaboration and unity at all levels within the system.
- In leading and lending influence effectively at the state, federal, and local levels of
government.
- At increasing workforce readiness throughout the state and strengthening economic
development partners in response to regional labor market needs.
- By demonstrating a commitment to the use of technology to improve student learning, to
deliver high quality instruction via distance education, and to support excellence in delivering
services to students and in achieving administrative efficiency.
Preferred Characteristics/Traits

- Personal commitment to and a strong vision for diversity and inclusion, and a passion for serving first generation, economically disadvantaged and minority students;
- Successful relationship builder;
- Capacity to manage and foster change;
- Understanding and appreciation of the evolution of higher education globally, and the agility to respond in this dynamic environment;
- Bold entrepreneurial leadership and personal humility;
- Visible and approachable leadership style;
- A role model with integrity, honesty, resilience, and work ethic; and
- Polished, professional demeanor that earns the respect of a wide range of constituents.

Salary

The salary is competitive and commensurate with qualifications and experience.

Applicant Review

Confidential applications and nominations will be accepted until the position is filled. For best consideration, applications and nominations should be provided by October 5, 2016.

How to Apply

Greenwood/Asher & Associates, Inc. is assisting the Tennessee Board of Regents in this confidential search. Initial screening of applications will begin immediately and will continue until an appointment is made. Individuals who wish to nominate a candidate should submit a letter of nomination including contact information for the nominee. Application materials should include a letter addressing how the candidate’s experiences match the position requirements, a curriculum vitae or resume and five references. Submission of materials as PDF attachments is strongly encouraged. Confidential inquiries, nominations, and application materials should be directed to:

Jan Greenwood, Betty Turner Asher, Partners
Greenwood/Asher & Associates, Inc.
42 Business Centre Drive, Suite 206
Miramar Beach, Florida 32550
Phone: 850-650-2277 / Fax: 850-650-2272
Email: jangreenwood@greenwoodsearch.com
Email: bettyasher@greenwoodsearch.com

Greenwood/Asher & Associates, Inc.
EXECUTIVE SEARCH, CONSULTING, AND TRAINING

For more information about The Tennessee Board of Regents, please visit: www.tbr.edu.

Tennessee Board of Regents will not discriminate against, or allow the harassment of any student,
employee or applicant for employment because of race, color, religion, national origin, sex, sexual orientation, gender identity/expression, disability, age or because of his/her status as a qualified veteran with a disability, veteran of the Vietnam era, or other protected veteran (each a “protected class”). No student shall be discriminatorily excluded from participation or denied the benefits of any educational program on the basis of a protected class.