



THE UNIVERSITY OF TENNESSEE
CHATTANOOGA

**Vice Chancellor of Enrollment Management
and Student Affairs**

Leadership Profile

Fall 2023



WittKieffer

Executive Summary

At the University of Tennessee at Chattanooga (UTC), a passion for excellence is embraced as the University changes lives and transforms communities. UTC prepares students for the challenges of tomorrow, collaborating with community partners, faculty, and staff to fully explore the challenges and opportunities within one of the nation's best mid-sized cities. The University remains committed to transformational student success and community engagement – “engaging students, inspiring change, and enriching the community.” Within this context of innovation and opportunity, UTC is seeking nominations and applications for the position of **Vice Chancellor of Enrollment Management and Student Affairs (EMSA)**.

UTC was founded in 1886, and today it is a national model for metropolitan universities. In collaboration with the University's many regional partners, UTC offers an experiential learning environment with outstanding teaching scholars in bachelor's, master's, and doctoral programs. UTC is part of the University of Tennessee System and serves a diverse student body of nearly 11,500 undergraduate and graduate students. The four academic colleges and the Graduate School offer 47 baccalaureate degrees with 128 program concentrations; 24 graduate certificate programs; 23 master's programs with 48 program concentrations; six doctoral degrees with seven program concentrations; and an education specialist program with three program concentrations. The University's [2025 Strategic Plan](#) underscores the imperative to communicate assertively and effectively within a dynamic higher education environment, setting forth the vision to allow UTC to continue to adapt and thrive, now and into the future.

Nestled between the foothills of southern Appalachia and the Cumberland Plateau, Chattanooga is an outdoor lover's playground where celebrated climbing, hiking, biking, and paddling abound. The Tennessee Riverwalk, Innovation District, events at Miller Park and Plaza, and the Bluff View Arts District are just steps from campus. Chattanooga's renaissance has received international acclaim. *Outside* magazine named Chattanooga the [Best Town Ever](#) — twice — and the city has received accolades from [The New York Times](#), [Fortune](#), [Lonely Planet](#), and [Southern Living](#).

Following recent enrollment growth, including a record fall '23 freshman class, the University seeks an experienced, entrepreneurial, and energetic leader. The Vice Chancellor reports directly to [Chancellor Steven Angle](#) and works in partnership with him, a team of academic and administrative leaders, and the existing divisional staff to sustain and advance UTC's considerable momentum. Under the current administration, UTC has assembled a vibrant leadership core as well as a highly qualified team within EMSA.

The division of Enrollment Management and Student Affairs at UTC includes functional units such as enrollment management, student affairs, student success, residence life, and student health and wellness. The division is also expected to maintain productive, collaborative relationships with academic affairs and other units on campus. The Vice Chancellor for Enrollment Management and Student Affairs serves as the institution's chief officer in enrollment management and student affairs and serves on the cabinet (“executive leadership team”).

The successful candidate will bring deep experience in enrollment management and/or student affairs. The next Vice Chancellor will also possess impeccable integrity; strong communication and interpersonal

skills; an ability to effectively lead, develop, and mentor a team; and excellent strategic planning and thinking skills. A bachelor's and master's degree are required; a doctorate is valued.

To submit a nomination or express personal interest in this position, please see Procedure for Candidacy at the end of this document.



About Enrollment Management and Student Affairs

The Vice Chancellor has direct oversight and leadership over the [Division of Enrollment Management and Student Affairs](#). The division strives to support students from the recruitment phase, throughout their student career, and into the working world. The division has 230 FTE and eight direct reports, an operating budget of \$28.64 million for FY24, and covers the following functional areas:

- **Dean of Students:** The departments under the [Dean of Students](#) encourage students to actively participate in campus life. These include the Center for Women and Gender Equity, Disability Resource

Center, Fraternity and Sorority Life, Office of Multicultural Affairs, Student Conduct, Student Engagement, Student Outreach and Support, and Veteran Student Services.

- **Enrollment Management:** This collection of departments, which includes Financial Aid and Scholarships, Mocs One Center, New Student and Family Programs, Strategic Enrollment Technology, and Undergraduate Admissions, helps students and parents find a home at UTC.
- **Health and Wellness:** This unit, which includes the Center for Wellbeing, Counseling Center, and University Health Services, helps students find a healthier, well-balanced lifestyle in college.
- **Student Success:** Center for Academic Support and Advisement, Center for Career and Leadership Development, Student Success Programs, and TRIO Student Support Services.
- **Residential and Campus Life:** The Aquatic and Recreation Center, Campus Recreation, Housing and Residence Life, and the University Center are the departments that make up this unit and make UTC feel like a home away from home.

A complete organizational chart of the division can be found [here](#). The division's strategic priorities can be found [here](#).

Enrollment

In fall 2023, UTC enrolled 11,380 students (9,982 undergraduates; 1,398 graduate students). Because of UTC's commitment to serving the region, 30% of students come from Hamilton County, Tennessee, and 57.4% are from other parts of the state.

The undergraduate population is 58.4% women; 41.6% men. Asian, Black, Hispanic, American Indian, Hawaiian, and multi-racial students account for 21.9% of the undergraduate student body. International students make up 0.6% of undergraduates.

Admissions

For the class entering in fall 2023, applications were received from 9,096 first-time, first-year candidates. From those applicants, 7,006 were selected and 2,392 enrolled. More information can be viewed on UTC's [Institutional Dashboards: Admission Pipeline](#).

Financial Aid and Scholarships

In 2022-23, more than \$119 million in financial aid was disbursed to UTC students, and UTC awarded over \$64 million in scholarships and grants for undergraduate students. The average financial aid awarded to full-time undergraduates in 2022-23 was \$11,558, and over 89% of first-time freshmen received financial aid (loans excluded). Thirty-two percent (32.3%) of UTC undergraduates are Pell eligible.

The 2023-24 cost for in-state students not living with parents is \$25,646; for out-of-state students, it is \$33,710. More information on cost of attendance can be found [here](#).

Students residing in counties surrounding UTC qualify to pay in-state tuition plus 25% of the out-of-state tuition. Eligible counties include Jackson, Dade, Walker, Catoosa, Whitefield, Murray, and Fannin.

The [UT Promise](#) is an undergraduate scholarship program guaranteeing free tuition and mandatory fees for qualifying Tennessee residences attending UT's campuses in Knoxville, Chattanooga, Pulaski, Martin, and Memphis. It covers a student's last-dollar amount of tuition and mandatory fees after other financial aid is applied (such as Pell grants, HOPE scholarship, or other institution scholarships). Students who qualify for HOPE scholarship and whose family adjusted gross income is under \$75,000 a year qualify for the UT Promise.

Graduation and Retention Rates

Six-Year Graduation Rates

Entering Class	Graduated in six or fewer years
Fall 2017	53.1%
Fall 2016	52.3%
Fall 2015	53.2%
Fall 2014	45.9%
Fall 2013	47.0%
Fall 2012	47.4%

Freshman-to-Sophomore Retention Rates

Entering Class	One-Year Retention Rate
Fall 2022	74.3%
Fall 2021	72.2%
Fall 2020	73.3%
Fall 2019	76.8%
Fall 2018	71.6%
Fall 2017	71.2%



Opportunities and Expectations for Leadership

This is an exciting time for the University and the division, and a dynamic leader will have the opportunity to make an immediate impact. UTC's new Vice Chancellor will advance the synergies between enrollment management and student affairs, enhancing a lifecycle approach with vision, enthusiasm, and an inclusive leadership style.

The Vice Chancellor of Enrollment Management and Student Affairs will be asked to address the following critical leadership issues, among others:

- **Advance the division:** The Vice Chancellor will lead a team that is forward-thinking, dedicated, resilient, optimistic, and cares deeply about UTC and its students. While the combined structure of enrollment management and student affairs is not new, the Vice Chancellor has an opportunity to continue to realize the full potential of the division and capture the natural synergies between enrollment management and student affairs. The new leader will be tasked with assessing how best to advance a strategic alignment between enrollment management and student affairs in support of a seamless, well-planned, and cohesive student experience.
- **Continue UTC's momentum in enrolling, retaining, and graduating students:** UTC has a recent history of strong enrollment and retention. Since the pandemic, enrollment has rebounded, with substantial increases in enrollment of new first-year students and out-of-state students. Similarly, retention and graduations rates have increased, with first-year retention increasing from 69% in 2012 to 74% in 2023 and six-year graduation rates increasing from 47% in 2012 to 53% in 2017. In UTC's 2021-2025 Strategic Plan, it is a priority to continue to grow enrollment, retention, and graduation rates. The current spirit and energy that shines throughout UTC will extend into an aspirational vision for enrollment and student affairs. Reflecting the University's momentum and highest ambitions, the new Vice Chancellor will drive the vision and strategy that will make the UTC's goals for enrollment and student affairs a reality.
- **Support students and their sense of community:** At UTC, students are afforded an exceptional experience in the classroom and beyond. UTC is committed to student success, building community connections, and fostering lifelong friendships. Key to their success, the Vice Chancellor will put students at the center of their vision for enrollment management and student affairs, helping them become their best selves and enjoy a unique and fulfilling campus experience. Leading a division that is flexible, imaginative, action-oriented, and student-focused, the new leader will help UTC imagine and implement a student experience that is best in class, future-oriented, and above all, puts students first.

An important aspect of building community is leveraging UTC's ideal location as a significant resource. The campus is nestled along the mountains of Southeast Tennessee and the beautiful Tennessee River and is also within walking distance of downtown Chattanooga. Students can bike, hike, climb, and paddle just a few minutes from campus. The Vice Chancellor will deepen ties to the city in which UTC resides, leading to greater and richer opportunities for students.

- **Foster a deep connection with academics:** The Vice Chancellor will continue to integrate their work closely with the Provost and College Deans as the success of students is reliant on the interconnections of academic and co-academic support. These efforts will enhance planning and

implementation of strategic initiatives, address matters of student concern, and help respond to crisis situations. Among the key partnerships will be with faculty and College Deans to provide a necessary voice in curricular and programmatic issues.

- **Build partnerships within UTC:** The Vice Chancellor will be a strong, public, and visible voice in representing students and goals for the division while connecting these priorities to greater institutional imperatives. The new leader will earn the respect, confidence, and support of their colleagues by working up, down, and across areas of leadership and developing productive, collaborative relationships with the campus community and with other divisions.



Professional Qualifications and Personal Qualities

The successful candidate must possess baccalaureate and graduate degrees from accredited institutions. A doctorate is valued. The University has established the following attributes and competencies on which to evaluate and assess potential candidates:

- Impeccable integrity.
- A demonstrated understanding of the division's portfolio.

- Significant professional experience leading one or more of the units implicated in the EMSA portfolio within an accredited institution of higher education.
- Executive presence and the ability to create a strong public impression, both individually and institutionally.
- Demonstrated experience developing and collaboratively leading a team of professionals, aligning their efforts with the University's leadership and producing measurable impact.
- Strategic thinking and planning skills.



About University of Tennessee at Chattanooga

*Small enough to feel like **home**.*

*Big enough to span the **world**.*

5 colleges • 128 undergrad programs • 55 graduate programs • Average class size of 18 • Out-of-state students bordering Tennessee receive a \$4K discount • \$15.1 million awarded for research

The University of Tennessee at Chattanooga (UTC) is a national model for metropolitan universities. In collaboration with many regional partners, UTC offers an experiential learning environment with outstanding teaching scholars in bachelor's, master's, and doctoral programs. UTC is part of the University of Tennessee System and serves a diverse student body of nearly 11,500 undergraduate and graduate students. The four academic colleges and the Graduate School offer 47 baccalaureate degrees with 128 program concentrations; 24 graduate certificate programs; 23 master's programs with 48 program concentrations; an education specialist program with three program concentrations; and six doctoral degrees with seven program concentrations. Two additional units are led by Deans: the Honors College and Library. UTC has ten Chairs of Excellence, an array of endowed professorships and the UTC Research Institute. Additionally, the University's Division-I (Southern Conference) athletic program has been expanded and strengthened measurably over the past several years, producing very positive results for student-athletes, the University, and boosters alike.

Mission

The University of Tennessee at Chattanooga is a driving force for achieving excellence by actively engaging students, faculty, and staff; embracing diversity and inclusion; inspiring positive change and enriching and sustaining our community.

Values

- We believe that **students** are the reason our institution exists.
- We affirm the essential function of a **liberal arts** education.
- We commit to transformational **engagement** with our community.
- We nurture a culture of **creativity, scholarship, and innovation**.
- We embrace **diversity** and **inclusion**.
- We pursue **excellence** in all that we do.
- We live **integrity** and **civility**.

Academics

The University of Tennessee at Chattanooga is equipped with high-tech learning and research facilities and served by a faculty of teaching scholars. Through internships, cooperative education assignments, and experiential learning opportunities, UTC students learn in a laboratory as large as the world.

The Colleges and Academic Departments can be found below:

- [College of Arts and Sciences](#)
- [College of Engineering and Computer Science](#)
- [College of Health, Education and Professional Studies](#)
- [Rollins College of Business](#)
- [UTC Graduate School](#)
- [UTC Honors College](#)
- [UTC Library](#)

Athletics

As a member of the Southern Conference, UTC Mocs compete in 17 sports in Division I, earning multiple conference championships and post-season play in many sports.

Learn more about Mocs Athletics at www.goMocs.com.

Strategic Plan 2021 – 2025

The current [UTC Strategic Plan](#) was unanimously approved by the University of Tennessee Board of Trustees on October 22, 2021, after having been unanimously endorsed by the UTC Campus Advisory Board on October 4, 2021.

UTC commenced its 2025 strategic planning process on the eve of an unprecedented global pandemic and in the shadow of a looming “demographic cliff” anticipated to dramatically shrink the pool of traditional, college-going young Americans eligible for and interested in attaining college degrees. Meanwhile, the value of a traditional liberal arts education has been challenged like never before, and society has been stressed by strident public discourse. In this moment, UTC has proven to itself and its stakeholders that the University can adapt and thrive. UTC has also been reminded of the abiding and essential value of the collegiate experience UTC offers. What the University does and how has never been more important. UTC believes it can do even better in the next five years. Students continue to value a personalized academic and campus experience in America’s best mid-sized city. The community counts on UTC to drive change and enhance the region’s competitiveness in the global marketplace. The region needs innovative scholarship, creative activity, and entrepreneurship. Society needs diverse citizens capable of leading in a challenging world. The objectives, strategies, and tactics implicated in this plan leverage UTC’s strengths and respond to the identified aspirations of the students and community UTC serves.

Leadership

Steve Angle, Chancellor



Chancellor Steve Angle assumed his role as 17th leader of the University of Tennessee at Chattanooga on July 1, 2013.

Angle came to Chattanooga from Wright State University in Dayton, Ohio, where he was Senior Vice President and Executive in Residence at the Ohio Board of Regents from 2012 to 2013. He was Provost and a professor of Chemistry at Wright State from 2007 to 2012.

Angle oversaw an increase from \$64 million in 2006 to more than \$100 million in 2012 in research and sponsored program awards at Wright State even as state funding was reduced. For the Ohio Board of Regents, he helped lead the development of "Complete College Ohio," a plan in conjunction with adult career centers, community colleges, and Ohio universities to increase graduation rates and enhance the state's workforce.

Prior to joining Wright State, Angle was Dean of the College of Natural and Agricultural Sciences and Director of the Agricultural and Natural Resources Program at the University of California, Riverside from 2001 to 2007, following a year as interim dean and director. Angle was Associate Dean for Physical and Mathematical Sciences at the College of Natural and Agricultural Sciences from 1997 to 2000, and he was a member of the chemistry faculty from 1986 to 2007.

Angle was a Postdoctoral Research Associate at the University of Wisconsin, Madison from 1984 to 1986.

Angle's research has been published in the *Journal of Organic Chemistry*, *Tetrahedron Letters*, and the *Journal of the American Chemical Society*. He has made 142 research presentations across the country.

As a faculty member, Angle was major professor to 21 doctoral students, adviser and mentor to nine post-doctoral scholars, and mentored 25 students who conducted research in the Angle Laboratory.

He earned a bachelor's degree in chemistry and a doctorate in organic chemistry from the University of California, Irvine and a master's degree in organic chemistry from the University of California, Los Angeles.

He is married to Dominique Belanger, who also is a chemistry scholar, and is the father of three: Brad, Ian, and Zoe.

Chattanooga, Tennessee



Home to some of the world's most famous brands and industries — Moon Pie, Little Debbie, Amazon, Coca-Cola, Chattem, and Volkswagen — Chattanooga is a hub for successful business enterprise, a regional tourism center, and a rewarding place to live. Nestled next to downtown Chattanooga, UTC has easy access to the thriving business environment necessary to support real-world learning experiences. When class is over, students don't have far to go to climb, glide, hike, camp, tube, float, explore, shop, eat, kick back, and have a blast.

Procedure for Candidacy

All applications, nominations and inquiries are invited. Applications should include, as two separate documents, a CV or resume and a letter of interest addressing the themes in this profile.

WittKieffer is assisting the University of Tennessee at Chattanooga in this search. For fullest consideration, candidate materials should be received by Monday, October 23, 2023.

Application materials should be submitted using WittKieffer's [candidate portal](#).

Nominations and inquiries can be directed to:

[Amy Crutchfield](#), [Shelley Arakawa, J.D.](#) and [Ashlee Winters Musser](#)
UTC-VCMSA@wittkieffer.com

The University of Tennessee at Chattanooga 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.