



THE UNIVERSITY OF  
**TENNESSEE**  
KNOXVILLE

Position Specification

## **Vice Chancellor for Research**

**The University of Tennessee, Knoxville**

December 2019



## POSITION SPECIFICATION

<b>Position</b>	Vice Chancellor for Research
<b>Organization</b>	The University of Tennessee, Knoxville
<b>Location</b>	Knoxville, Tennessee
<b>Reporting Relationship</b>	Donde Plowman, Ph.D. Chancellor, The University of Tennessee, Knoxville
<b>Website</b>	<a href="http://www.utk.edu/research">www.utk.edu/research</a>

## THE OPPORTUNITY

The University of Tennessee, Knoxville (UTK), invites nominations and applications for the position of Vice Chancellor for Research (VCR), the chief research officer for the University's flagship campus.

The VCR provides intellectual, strategic, and visionary leadership for UTK's research enterprise. The VCR collaboratively leads and helps develop research directions and new programs to enhance the university's discoveries, build innovative partnerships to advance research, and raise the national standing of the University. The VCR develops plans for research that guide UTK to achieve these goals. A unique opportunity will be continuing to develop the partnership with Oak Ridge National Lab (ORNL, the nation's largest national lab. The relationship with ORNL is becoming even stronger through the newly formed Oak Ridge Institute with more collaboration planned and thus familiarity with the U.S. Department of Energy (DOE) and the national lab complex is strongly preferred. The VCR strengthens links with the external community, in national and international arenas, articulating and implementing the overall vision for partnerships to promote research. The VCR sits on the Chancellor's Cabinet and reports directly to the Chancellor.

### **The University of Tennessee, Knoxville**

What began in 1794 as a small college in the Southwest Territory is now Tennessee's flagship university and premier public research institution. For 225 years, Volunteers have been lighting the way for others, across Tennessee and throughout the world. UTK is a public research university in Knoxville, Tennessee and the flagship campus of the University of Tennessee system, with ten undergraduate colleges and eleven graduate colleges. It hosts more than 29,000 students from all 50 states and more than 100 foreign countries. In its 2020 universities ranking, U.S. News & World Report ranked UT 104<sup>th</sup> among all national universities and 44<sup>th</sup> among public institutions of higher learning. Seven of its alumni have been selected as Rhodes Scholars and James M. Buchanan, M.S. '41, received the 1986 Nobel Prize in Economics. Also affiliated with UTK are the Howard H. Baker Jr. Center for Public Policy, the University of Tennessee Anthropological Research Facility, and the University of Tennessee Arboretum, which occupies 250 acres (100 ha) of nearby Oak Ridge and features hundreds of species of plants indigenous to the region. UTK is a direct partner of the University of Tennessee Medical Center, which is one of two Level I trauma centers in East Tennessee.

Additional information can be found online at [www.utk.edu](http://www.utk.edu).



## Research Enterprise at The University of Tennessee, Knoxville

The primary mission of the University of Tennessee is to move forward the frontiers of human knowledge and enrich and elevate the citizens of Tennessee, the nation, and the world. As Tennessee's flagship land grant university, UT embodies the spirit of excellence in teaching, research, scholarship, creative activity, outreach, and engagement attained by the nation's finest public research institutions. As an R1 university, UT boasts a vigorous research agenda engaging scholars and students with expertise in issues vital to local and global interests. It is the hub of a vibrant research community that includes other System campuses and institutes. Nationally ranked programs, as well as our partnerships with Oak Ridge National Laboratory (ORNL) and cross-industry leaders, are among UT's unique characteristics as a research university.

In 2015, UT and the UT Institute of Agriculture earned a joint Carnegie Community Engagement Classification for collaborating with community partners to address society's most pressing needs. We are now part of an elite group of 69 R1 universities to have earned the designation. The Office of Research and Engagement, led by the VCR, supports the campus research enterprise by providing technical expertise in proposal development and support, professional development, sponsored programs administration, and compliance requirements. The office assists with identifying external funding opportunities and administering internal funding programs. It also encourages and facilitates undergraduate students to become actively involved in research. An increasingly significant function of the office is providing opportunities to partner with community and government agencies in an engagement, outreach, and alliance management capability. Particular assets and resources include:

### Governor's Chairs

Funded by the state and Oak Ridge National Laboratory, the program attracts top researchers to broaden and enhance the unique research partnership that exists between the University of Tennessee and the nation's largest multi-program laboratory. There are currently 14 Governor's Chairs across five areas of expertise: advanced materials, advanced manufacturing, biological sciences, energy sciences, and urban design.

### Research Centers and Institutes

The VCR provides direct oversight of three research centers and institutes, which involve disciplines representing several colleges or schools at the university. These include the Center for Environmental Biotechnology, the National Institute for STEM Evaluation and Research, and the Science Alliance.

### Joint Institutes with ORNL

UT's Science Alliance, in partnership with ORNL, established five joint institutes that link distinct, complementary resources in select, high-priority scientific and engineering fields. These are the Joint Institute for Advanced Materials, Joint Institute for Biological Sciences, Joint Institute for Computational Sciences, Joint Institute for Neutron Sciences (Shull-Wollan Center), and the Joint Institute for Nuclear Physics and Applications.

The UT research enterprise is comprised of diverse areas of scholarship and creative activities and is inclusive of all disciplines. The Office of Research has identified three areas with particularly strong multidisciplinary components: Advanced Materials and Manufacturing; Computation and Data Sciences; and Energy Science and Technology. These research focus areas have long-established external partnerships and the availability of public and private investments aimed at maximizing outcomes.



UT also boasts four areas of research distinction, which are well-established regional and national assets that surpass the capabilities of many of our peers: Forensic Anthropology; Nuclear Sciences; Conservation and Biodiversity; and Humanities and Artistic Expression.

Further, three emerging research areas (Quantum Sciences; Hypersonics and Aerospace Engineering; and Healthy Communities and Outcomes) are our newest areas of investment and growth and were established based on growing demand from regional and national partners.

Additional information can be found online at [www.utk.edu/research](http://www.utk.edu/research).

## **The University of Tennessee and Oak Ridge National Laboratory**

In Tennessee, federal and state leaders and the state's flagship research university have forged a unique relationship that plays a major role in national research and development priorities and the international scientific community. The University of Tennessee and Battelle Memorial Institute co-manage ORNL for the U.S. Department of Energy through UT-Battelle, a 50-50 limited liability partnership.

ORNL is the nation's largest and most diverse science and energy laboratory, conducting basic and applied research to deliver transformative scientific and technological solutions to compelling problems in energy and security. ORNL provides exceptional researchers with distinctive equipment and unique facilities to solve some of the world's most challenging scientific and technical problems across a broad research portfolio. These resources include the Spallation Neutron Source, the world's most powerful source of pulsed neutrons for research; the world's fastest unclassified supercomputer; one of the world's leading research reactors; and some of the largest and most advanced additive manufacturing equipment in the world.

These assets are accessible to UT faculty and students through a variety of programs and activities that form the basis for the uniquely successful UT-Oak Ridge partnership. Examples include the Science Alliance, joint institutes, the joint faculty program, the Governor's Chair program and the Bredesen Center for Interdisciplinary Research and Graduate Education, a first-of-its-kind joint Ph.D. program focused on talent development in energy and data science and technology. UT and ORNL researchers collaborate across a diverse portfolio that ranges from artificial intelligence and biofuels to big data and supercomputing, from medical isotopes and manufacturing technologies to energy efficiency, production and storage, cyber security, fundamental discovery science and much more.

UT seeks to increase the pipeline of leadership talent ready to compete in a global economy marked by disruptive technologies, emerging industries and rapid change. ORNL is committed to attracting and developing the next generation of scientists and engineers for Department of Energy missions and U.S. competitiveness. The UT-ORNL partnership enhances both institutions' ability to provide top-tier talent in areas of national need and to strengthen the vitality of DOE's national laboratory system.

## **The Oak Ridge Institute at the University of Tennessee (ORI@UT)**

On June 21, 2019, the UT Board of Trustees unanimously approved a resolution creating the Oak Ridge Institute at the University of Tennessee. The establishment of ORI@UT forges a path of increased collaboration and alignment, and will enhance Tennessee's ability to provide top-tier



talent in areas of national need. ORI@UT will maximize coordination of the many joint programs at UT and ORNL, bring together colleges and departments across UT campuses and ORNL and remove barriers to collaboration that will usher in world-class interdisciplinary graduate research and education.

The mission of ORI@UT is to strategically align the expertise and infrastructure of the University of Tennessee and Oak Ridge National Laboratory to usher in world-class interdisciplinary research and graduate education. ORI@UT will create a robust talent pipeline in areas of growing national need and demand. As a result, Tennessee will become the “go-to” destination for top-level talent in development and discovery. ORI@UT will also address top-tier industry and workforce needs emerging from the introduction of automation and artificial intelligence. The vision of ORI@UT is to become the coveted home for convergent research and talent development, helping maintain U.S. prominence as a global innovation leader and provide tangible impact to Tennessee. The institute will develop scientists and engineers who will be locally relevant and globally competitive. Students will be prepared for the future by teaching innovation and interdisciplinary problem-solving skills. Additional information can be found online at [research.tennessee.edu/oak-ridge-institute](https://research.tennessee.edu/oak-ridge-institute) and [www.ornl.gov](http://www.ornl.gov).

## **Office of the Vice Chancellor for Research**

The Office of Research drives the campus research enterprise by providing expertise in proposal development, faculty development, sponsored programs administration and compliance requirements. The office assists with identifying external funding opportunities, administering internal funding programs, and opportunities for undergraduate and engaged scholarship. ORE is comprised of nine functional areas overseen by: the vice chancellor for research, an assistant vice chancellor for research integrity, an associate vice chancellor for strategic research initiatives, an assistant vice chancellor for research (overseeing sponsored programs and research informatics), an assistant vice chancellor for research (overseeing finance administration), an assistant vice chancellor for research development, and an assistant vice chancellor for research engagement. Each unit fulfills a unique role in furthering UT’s research success:

### *Communications and Training*

Communicates and promotes UT’s research strengths and successes via a number of platforms (e-newsletters, social media, websites, press releases, etc.). Creates and distributes research stories, accomplishments, and research activity data through targeted communication platforms (e-newsletters, social media, websites, press releases, etc.). Provides training support for faculty, staff, and students related to the research enterprise.

### *Core Facilities Program*

Serves the research community by integrating resources available through core facilities. Provides support for the core units including business plans, capitalization needs, and pursuing new funding sources to supplement facility operations. Develops and implements tools for core facilities including a website presence and scheduling and billing software.

### *Corporate and Foundation Relations*

CFE coordinates the University’s industry and foundation relationships from one centralized office. This ORE-supported office provides a simplified approach for corporations and foundations to access faculty-led research and other campus resources. CFE strives to create and expand partnerships with industry and foundations by advancing common goals through collaborative sponsored projects and identifying innovative solutions to grand challenges.



### Office of Sponsored Programs

Assists the research community with proposal development, budgeting, review, processing, and submission. Manages award set-up, sub-contracting, contract negotiation, re-budgeting and extensions, reporting.

### Research Development

Provides proposal development for strategic awards and proposal editing and review; shares targeted funding opportunities; cultivates external partnerships with funding agencies and sponsors; hosts proposal development workshops; facilitates Communities of Scholars. Provides faculty mentoring and training.

### Research Finance and Administration

Administers the research division's staff development and management processes, fund and budget development, and start-up processes. Manages ORE fiscal operations, facility and administrative cost return disbursement, and ensures business effectiveness of centers and institutes reporting to the VCR.

### Research Informatics

Gathers information from award and proposal databases, tracks proposal success rates and awards totals, analyzes changes in funding support, identifies trends in the university's research performance, and produces analytical reports.

### Research Integrity

Oversees a coordinated approach to research ethics and compliance; creating a culture of safety and compliance within the scope of biosafety, radiation safety, and environmental health and safety; monitors and resolves research conflicts of interest, export control, and human subjects protection; liaises with the Institutional Animal Care and Use Committee; and creates and enforces research policies.

### Strategic Research Initiatives

Elevates UT's research intelligence capacity and strategic research capabilities; supports portfolio directors who capture emerging research opportunities, identify areas of research growth, and facilitate new research opportunities (including classified research). The unit identifies and supports new research and promotes faculty entrepreneurship, while interfacing with System-level divisions, ORNL and Y12, and corporate entities.

Additional information, including organizational charts and current personnel can be found online at [research.utk.edu/staff/office-of-research-engagement-staff](https://research.utk.edu/staff/office-of-research-engagement-staff).

## **Knoxville, Tennessee**

Knoxville draws enthusiastic praise as a great place to live. Located in the heart of East Tennessee with the Great Smoky Mountains for a backyard, Knoxville offers the charm of a small Southern city with opportunities and activities that range from green energy initiatives to thriving culinary and music scenes. Citing both affordability and quality of life, U.S. News and World Report recently ranked Knoxville among the 100 best places to live.

The Great Smoky Mountains National Park, about an hour away, is home to more than 800 miles of maintained trails that are perfect for hiking and camping. Numerous rivers and lakes in the



region provide easily accessible sites for fishing, kayaking, and tubing. Closer to home, Knoxville itself has more than 100 miles of greenway trails, some of which connect to our acclaimed Urban Wilderness, which consists of 1,000 acres of parks, trails, and forests along Knoxville's south waterfront, less than a mile from downtown.

Knoxville's revitalized downtown hosts an abundance of annual events including the monthlong Dogwood Arts celebration and the acclaimed Big Ears festival, which the New Yorker has called "the most open-minded music gathering in the country." A rich entertainment scene features everything from local bluegrass groups and jazz ensembles to national acts and Broadway tours, plus university and Knoxville opera companies and symphony orchestras. Our city's restaurants serve up regional specialties like barbecue and fried chicken, and biscuits are so popular they even have their own annual festival. But the area's culinary map stretches far beyond the South, with restaurants offering an array of global cuisines from French to Latin American to Ethiopian to Korean. Our farmer's markets and specialty stores provide a wealth of options for home cooks.

With its low cost of living and affordable real estate, Knoxville is a great place to put down roots. Housing options are suited to a wide variety of tastes, with downtown buildings, walkable historic neighborhoods, riverfront properties, suburban areas, and even country life within convenient commuting range. Both the L&N STEM Academy, a magnet school near campus, and Farragut High School are ranked among the best public high schools in the state. Additional information about relocating to Knoxville is available at [www.knoxvillechamber.com/choose-knoxville](http://www.knoxvillechamber.com/choose-knoxville).

## **KEY RESPONSIBILITIES OF THE VICE CHANCELLOR**

The Vice Chancellor for Research will report to the Chancellor of The University of Tennessee, Knoxville and will interact closely with the other senior officers, deans, and directors of centers, institutes, and programs. The Vice Chancellor will provide leadership for advancing the research goals of UTK and expand the base of research funding from federal and state agencies, foundations, and the private sector.

The Vice Chancellor will:

- Provide direct oversight for the Office of Research, as well as increase the visibility and transparency of the Vice Chancellor's position across campus and in the region;
- Foster and facilitate the implementation of UTK's strategic plans as they relate to enhancing research competitiveness;
- Establish productive research liaisons with research-oriented faculty, staff, and students at UTK as well as outside the university, notably ORNL;
- Energize and grow the research enterprise by providing focus and support to secure grant awards from governmental and private sources;
- Foster active research engagement of faculty from diverse backgrounds;
- Assist in the development and implementation of policies and procedures that support the University's research goals, including guidelines for creation and oversight of university research centers;
- Support research compliance programs and training in the responsible conduct of research;
- Promote institutional program development (program project grants, interdisciplinary grants);
- Develop guidelines for faculty engagement with industry including the issues of faculty time/commitment and permissible use of UTK resources (space, equipment); and
- Take up additional tasks and responsibilities, as appropriate and necessary, in consultation with leadership.





## **PROFESSIONAL EXPERIENCE AND QUALIFICATIONS**

UTK seeks a bold and inspirational leader with intellectual breadth, strong interpersonal skills, demonstrated expertise in research-driven programs and policies, experience developing and leveraging partnerships, and success leading diverse, complex teams and/or organizations. Experience building relationships with or within national laboratories is particularly desirable given the close connection between UTK and ORNL.

The successful candidate must have significant leadership experience in developing and executing a strategic vision and must be a persuasive and sophisticated communicator who can advance the University's reputation as a premiere research institution. Candidates must understand the complexities of research agendas in higher education, be sensitive to the perspectives and values of faculty and students across all disciplines, have a commitment to shared governance, and possess the ability to collaborate with constituencies across the University and externally. The successful candidate should be able to bring together researchers from diverse backgrounds to enhance the University's research collaborations locally, nationally, and internationally.

Candidates should also have an outstanding research administration record, an abiding commitment to inclusion, diversity, excellence and integrity, and possess a proven ability to inspire, motivate, and facilitate the success of others. Direct work with federal and other funding agencies is desirable. It is preferred that the candidate has demonstrated success in obtaining extramural funding to support research. National exposure to, experience in, and/or a successful record of commercializing research and intellectual property into the private sector are also desirable.

Candidates will also advance the research enterprise at UT by encouraging entrepreneurial activity and facilitate innovative thinking. The VCR will provide a vision for growing public-private-partnerships and how to enhance Tennessee's leadership in research, scholarship and creative work, maximizing the intellectual power of the University. This charge will exemplify a commitment and ability to exercise leadership with faculty, staff and students to link research, technology transfer, and economic development efforts to the Tennessee Valley Corridor and beyond. These impacts include the attraction of industrial or other private partnerships to the local, region and state levels, the start-up of new high-tech businesses, and any competitive advantages enjoyed by state industry that contribute to job growth and advancement of innovation by university research.

Preferred Qualifications Include:

- Visionary leadership and management skills necessary to drive growth of scholarship, research, and creative activity at a Research I land-grant state flagship university;
- Creative and imaginative thinking;
- The ability to facilitate an increase in research funding, awards and impact for scholarly activity across all disciplines;
- Experience with innovative public-private partnerships with strategic corporate and foundation partners;
- Broad knowledge of and experience with directing large-scale federally sponsored programs, technology transfer and commercialization of research;
- Experience with the role of research in undergraduate and graduate education;
- The ability to promote interdisciplinary/multidisciplinary scholarship and research;
- Strong communication skills with the ability to represent the university to internal and external audiences, including federal, state, industrial and corporate entities for the purpose of enhancing the research enterprise;





- Demonstrated ability to ensure that the campus is fully compliant with all federal and state compliance guidelines in such areas as responsible conduct of research, animal care, human subjects, radiation safety, lab safety, export regulations and uniform guidance;
- The capability to manage the award functions in the Office of Research, providing high-quality service to researchers;
- The ability to work closely with the Chancellor and Provost to ensure that the research and academic missions of the institution support each other and are synergistic;
- The ability to work collegially with a wide variety of constituencies and team members of the Chancellor's and Provost's Cabinets;
- The ability to enhance relationships with the UT System research officers, ORNL Scientists and managers, the UT-Battelle core universities, and other corporate, government, and not-for-profit strategic partners.

## **EDUCATION**

The VCR should possess an earned Ph.D., or equivalent terminal degree(s).

## **COMPENSATION**

The University of Tennessee, Knoxville offers an attractive compensation and benefits package, commensurate with the successful candidate's background and experience.

## **NOMINATIONS AND APPLICATIONS**

The Search Committee will begin reviewing candidates immediately and will continue until the position is filled. Priority consideration will be given to materials received by **January 30, 2020**.

Applications should include 1) a detailed CV and 2) a letter of interest that addresses the candidate's interest in becoming the VCR at UTK, what experiences that make the candidate a good fit for the role, and why now is a good time for the candidate to consider this opportunity. To ensure full consideration, inquiries, nominations, and applications (PDF preferred) should be submitted electronically, in confidence, to:

[utkvcr@kornferry.com](mailto:utkvcr@kornferry.com)

## **KORN FERRY CONTACTS**

**Paul Chou**  
Co-Managing Director  
Global Education Practice  
Philadelphia, PA

**Josh Ward, Ph.D.**  
Senior Associate  
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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. 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 Office of Equity and Diversity, 1840 Melrose Avenue, Knoxville, TN 37996-3560, telephone 865-974-2498. Requests for accommodation of a disability should be directed to the ADA Coordinator at the Office of Equity and Diversity.