



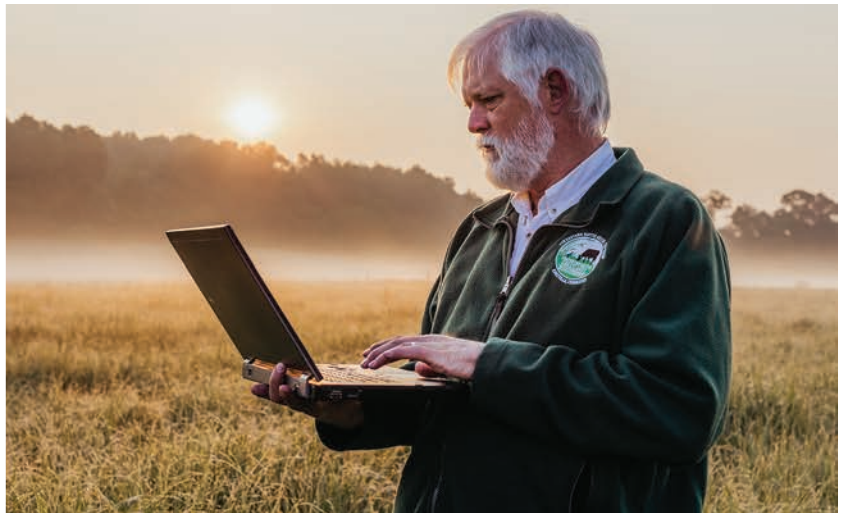
UTIA
INSTITUTE OF
AGRICULTURE
THE UNIVERSITY OF TENNESSEE

POSITION SPECIFICATION
**VICE CHANCELLOR
for ADVANCEMENT**

THE UNIVERSITY OF TENNESSEE
UT FOUNDATION

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THE OPPORTUNITY

The University of Tennessee Foundation, Inc. (UTFI) and University of Tennessee Institute of Agriculture (UTIA) seek an accomplished, collaborative and visionary leader to serve in the role of vice chancellor for advancement. UTIA provides Real. Life. Solutions. for some of society's most pressing issues. Through its statewide presence and international work, UTIA is creating a global impact.

The Institute is home to the Herbert College of Agriculture, UT AgResearch and its ten centers across the state, the UT College of Veterinary Medicine and UT Extension, which has a presence in all ninety-five Tennessee counties. It also boasts the Smith Center for International Sustainable Agriculture, as well as three locations of the UT Gardens named as the State Botanical Garden of Tennessee. Through teaching, research and outreach, UTIA seeks to support food, fiber and energy systems; enrich the economy; enhance biodiversity and environmental quality; develop the workforce; and strengthen the health of humans and animals.

Reporting jointly to the president and CEO of UTFI, the senior vice chancellor/senior vice president (SVC/SVP) of UTIA, and the vice chancellor for advancement for University of Tennessee, Knoxville, the vice chancellor is the chief advancement officer for UTIA and is responsible for achieving the Institute's advancement goals and objectives.

The University of Tennessee Foundation, Inc. is an interdependent not-for-profit 501(c)3 organization, and is the preferred channel for all private contributions that benefit students and faculty in the UT System. Our vision is to be recognized as one of the top performing advancement organizations affiliated with any university system in higher education.



A photograph of three people—a man with a beard in a blue shirt, a woman in a black top and tan blazer with a 'T' logo, and a young girl in an orange and white patterned shirt—examining various potted plants in a greenhouse. The scene is filled with diverse foliage, including bromeliads and large-leafed plants. A diagonal black line separates this image from the one below.

OUR MISSION

As a land-grant institute, we provide
Real. Life Solutions. through teaching,
research and outreach.

A photograph of two brown cows standing in a grassy field. In the background, there is a line of trees and a small farm building under a hazy sky. A diagonal black line separates this image from the one above.

OUR VISION

Over the next decade, we will
excel as an Institute by developing
solutions and services that advance
agriculture, education, natural resource
management, human and animal health,
and our communities.

STRATEGIC GOALS

1 DRIVE DISCOVERY

Cultivate innovation and invention to meet the grand challenges of tomorrow by collaborating within our organization and with outside partners and by building on existing strengths.

2 EXPAND REAL LIFE LEARNING

Develop students and professionals to be lifelong learners and leaders in the agriculture, natural resource and public and animal health industries.

3 RAPIDLY DEPLOY SOLUTIONS

Rapidly deploy practical, cutting-edge solutions through effective use of innovative educational and outreach methods across a variety of platforms.

4 DELIVER PROGRAMS THAT IMPROVE LIVES

Deliver programs that improve health and well-being, conserve natural resources and help Tennesseans adapt to a rapidly changing world.

5 GROW AND DIVERSIFY RESOURCES

Strengthen our relationships with funding partners by demonstrating relevant impact; diversify our sources of funding through entrepreneurship and new partnerships.

6 IMPROVE INSTITUTE EFFECTIVENESS

Reinforce a positive work culture, increase efficiency and productivity, and simplify administrative processes.





HERBERT COLLEGE of AGRICULTURE

Preparing tomorrow's leaders for careers in agriculture and natural resources. The college offers BS, MS and PhD degrees provided in an experiential learning environment.

- 1,399 undergraduates
- 164 master's students
- 81 PhD students



UT COLLEGE of VETERINARY MEDICINE

Improving animal, human and environmental health.

Strong graduate student enrollment

- 338 DVM students
- 8 master's students
- 33 PhD students

Veterinary Medicine caseload continues to grow.

- 17,161 small animals
- 3,045 exotic animals
- 3,368 large animals
- 11,688 equine and farm animals



UT GARDENS

Named the official State Botanical Garden of Tennessee in 2013.

- Locations in Knoxville, Crossville and Jackson
- Research and education spaces for faculty and students
- Estimated more than 100,000 visitors each year



UT EXTENSION

Delivering science-based information to our communities.

- Located in all ninety-five counties in Tennessee
- Provides evidenced-based knowledge in areas of agriculture and natural resources, family and consumer sciences, 4-H youth development and community development
- Home to the largest 4-H club program in the U.S. with approximately 118,000 members
- For every \$1 in public funds invested in UT Extension programs, an estimated \$9.31 is returned to the people of Tennessee.



UT AGRESEARCH

Creating knowledge through basic and applied research programs.

- 10 AgResearch and Education Centers located across the state
- Partnerships with UT Knoxville and Oak Ridge National Laboratory
- New discoveries are improving crop and livestock yields, minimizing weed and pest impacts, reducing water demand and ensuring a safe food supply
- Two new research centers (Genomics and Synthetic Biology) established for the advancement of agriculture



SMITH INTERNATIONAL CENTER

Advancing international engagement by empowering our faculty and staff to think and act globally.

- \$7 million Smith family endowment
- \$1.75 million USAID/Rwanda and Africa Sustainable Agriculture Project Foundation
- Record numbers of students studying abroad—more than 20 percent of the graduating class

MISSION

The mission of the University of Tennessee Foundation is to raise financial, public and political support for the University of Tennessee.

In 2022, the UT Foundation was recognized as a Top Workplace by Knoxville Top Workplaces. The award is based solely on employee feedback gathered through a third-party survey that measures 15 culture drivers that are critical to the success of any organization: including alignment, execution and connection.

Currently, the UT Foundation has over 270 team members located centrally and throughout the campuses and institutes of the University of Tennessee System. Staff members across the state

of Tennessee work with alumni and prospective donors to secure funds for scholarships, professorships, research, outreach programs and other university initiatives.

Fiscal year 2023 yielded \$342 million in gift commitments from 86,591 donors and over 275,200 engaged alumni.

At the University of Tennessee Institute of Agriculture, the Office of Advancement leads these efforts through year-round cultivation, stewardship, programming and communication. In fiscal year 2023, UTIA received over \$11 million in contributions from 3,546 donors.

UTFI FY2023 RESULTS

GIFTS

**\$342
Million**

DONORS

86,591

ENGAGED
ALUMNI

275,210

UTIA FY2023 RESULTS

GIFTS

**\$11
Million**

DONORS

3,546

THE ROLE

The vice chancellor for advancement for the University of Tennessee Institute of Agriculture will:

- » Develop a culture of philanthropy across UTIA by building partnerships with the deans, department heads and faculty and serving their units.
- » Coordinate with and participate in campus fundraising campaigns and fundraising initiatives. UT Knoxville is in the preliminary planning for the next comprehensive campaign and leading UTIA's part of this initiative will be a top priority.
- » Serve on the UTIA senior vice chancellor/senior vice president's (SVC/SVP) executive leadership team.
- » Serve on the UTK Advancement leadership team and the UTFI president's executive leadership team.
- » Serve as an integral part of the greater UT Knoxville campus advancement team, working closely with vice chancellor of advancement to develop and discuss goals, priorities and strategic planning.
- » Other duties as may be jointly assigned by the UTFI president & CEO, UTIA SVC/SVP and the UT Knoxville vice chancellor of advancement.
- » Embrace the University of Tennessee's "Be One UT" Philosophy.
- » Work closely with other lead advancement officers on campus to collaborate, coordinate and partner on gifts and fundraising initiatives.
- » Set clear direction, priorities and measurable goals for the advancement professionals and administrative personnel. Confirm annual performance objectives, metrics and standards in an environment of best practices. Enhance professional development and career planning opportunities for staff.
- » Assess the effectiveness and potential of the existing fundraising program; serve as the architect and builder of a strategic, cohesive and systematic fundraising operation that is reflective of industry best practices and in keeping with the mission of the institution.
- » Craft and implement a sophisticated and comprehensive multi-year fundraising and engagement strategy that will drive philanthropic support for institutional priorities; inspire and challenge the UTIA community to meet significant annual fundraising capabilities.



- » Set clear direction, priorities and measurable goals for the advancement professionals and administrative personnel. Confirm annual performance objectives, metrics and standards in an environment of best practices. Enhance professional development and career planning opportunities for staff.
- » Guide and support the UTIA SVC/SVP, serving as a partner, advisor and co-strategist in cultivating and soliciting major and principal gifts.
- » Serve as a highly visible representative of UTIA to a wide variety of internal and external audiences with expected strong connections across the state.
- » Travel regularly, regionally and nationally to meet with potential donors and alumni in the cultivation of major gifts and routinely sponsor and attend special events.
- » Maintain a leadership style that is open and fluid, capable of inspiring, empowering and motivating staff. Foster a work environment that recognizes and rewards performance, supports new ideas, builds confidence and encourages interaction and teamwork.
- » Engage with UTIA and UTK volunteer leadership.
- » Maintain cooperative and collaborative relationships with:
 - a. UTFI development and alumni affairs staff at the system, campus and institute levels,
 - b. UTIA staff involved in governmental and public relations, and
 - c. UTIA staff involved in outreach to the agricultural community in the State of Tennessee.



Real. Life. Solutions.

KEY COLLEAGUES



Keith Carver

**Senior Vice Chancellor and Senior Vice President
University of Tennessee Institute of Agriculture**

Keith Carver is the senior vice chancellor and senior vice president of the University of Tennessee Institute of Agriculture. In this role, he oversees the Institute's four units – UT Extension, UT AgResearch, Herbert College of Agriculture and the College of Veterinary Medicine. The Institute carries out the land-grant mission of serving the citizens of Tennessee and beyond through teaching, research and outreach.

His career within the University of Tennessee System of campuses and institutes has spanned twenty-six years, most recently as chancellor at UT Martin. Prior to his appointment as chancellor, he served as executive assistant to then UT President Joe DiPietro for six years. He has held

leadership positions in Knoxville, Martin and Memphis, including interim vice chancellor for development and alumni affairs at the UT Health Science Center in Memphis, assistant vice chancellor for development at UT Martin and director of development and alumni affairs for the UT College of Law in Knoxville.

Carver earned a bachelor's degree from Memphis State in 1992. However, the rest of his academic career has been with the University of Tennessee. He earned his master's degree in college personnel and educational leadership in 1995 and his PhD in higher education administration in 2009 from UT Knoxville. A lifelong learner, Carver has completed numerous leadership development programs including Leadership Tennessee, Leadership Knoxville and the UT Leadership Institute.

He has actively contributed to governance at UT, including serving on the UT Foundation Board, the UT Martin Chancellor's Advisory Council and the UT Alumni Association Strategic Planning Steering Committee. He also serves on the board of directors for the Mid-South American Red Cross of Tennessee, Discovery Park of America, Governor's Task Force for Rural Education, Tennessee Farm Bureau Federation and the 4-H Foundation.

Carver and his wife, Hollianne, are the proud parents of daughter Carson (husband Michael) and two sons, Jack Thomas (J.T.) and Britton. The Carvers welcomed their first grandchild, Wilson, in June.





Kerry Witcher

**Vice President for Advancement, University of Tennessee
President & CEO, University of Tennessee Foundation, Inc.**

Kerry Witcher was confirmed by the UT Board of Trustees in March 2019 as vice president for development and alumni affairs and as president of the UT Foundation, the University's interdependent, not-for-profit fundraising organization. He previously assumed the dual interim roles in February 2018.

He is responsible for providing leadership, planning, coordination and management of development and alumni affairs programs for the entire multi-campus University system and oversees an annual budget of over \$30 million. Under his leadership, the Foundation has averaged more than \$300 million per year in private support, and the donor base System-wide has grown from 63,000 to 86,000. In fiscal year 2022, the UT Foundation raised \$9.08 for every \$1 invested.

As president of UTFI, Witcher is responsible for the organizations over 270 employees working in development, alumni affairs, communications, stewardship, finance, human resources and advancement services. Through an emphasis in culture and employee-focused initiatives, the Foundation was awarded a Top Workplaces distinction in 2022, which is earned through employee feedback and compared against organizational peers.

He joined his alma mater as director of alumni programs in 1987. Prior to his current role, Witcher was a member of the executive team and chief operations officer for the UT Alumni Association, the over 422,000-member organization serving alumni from all UT campuses.

Witcher, a UT Knoxville alumnus, came to UT after a career in sales and marketing for a pharmaceutical company. From 1992 to 2004, Witcher was assistant vice president for annual giving at UT. He also served as interim executive director of the UT Alumni Association from September 2006 to May 2007.

A native of Lafayette, Tennessee, Witcher and his wife, Karen, live in Knoxville and have three children.



UT Knoxville Vice Chancellor of Advancement

With the relationship between UT Knoxville and the UT Institute of Agriculture, this position will have a reporting line to the UT Knoxville vice chancellor of advancement. A national search to fill that position will launch in the coming months.



TOGETHER WE GROW

QUALIFICATIONS

The ideal candidate is a demonstrated leader in philanthropy and relationship building. He or she will have managed a high performance program in the past and will bring a combination of strong business intellect and in-depth knowledge of effective fundraising strategies and operations to provide management oversight, leadership and strategic direction to the position. Specific qualifications include:

- A compelling track record leading philanthropic efforts for a large and complex organization with demonstrated advancement career progression. Experience with land grant universities and experience with a large, multi-campus environment are preferred but not required. Depth of knowledge of tax-advantaged and incented giving plans is also desired.
- Effective interpersonal skills, an engaging manner and the capacity to influence, inspire and motivate executive leadership, donors, prospects, volunteers and staff, both within UTIA and beyond. The ability to

foster connections among members of these groups and to nurture strong and long-lasting individual and corporate relationships.

- An understanding and appreciation of the value of active and informed alumni and citizens and their roles in the enhancement of a land grant university.
- Specific experience managing and leading major gift campaigns and demonstrated ability to solicit major gifts.
- Demonstrated communications and writing skills. Demonstrated experience developing and implementing effective written communication vehicles for diverse stakeholders.
- Knowledge, ability and personality necessary to convey to alumni, friends, corporations, foundations and other contributors the need, propriety and benefit of private giving to institutions of public higher education.

Bachelor's degree required with significant years of advancement experience with increasing level of responsibility; an advanced degree is preferred.

Knoxville Community

Nestled in the heart of the scenic Tennessee Valley, Knoxville effortlessly combines southern charm with vibrant urban living. As the third-largest city in the state, Knoxville offers a rich blend of history, culture and natural beauty. With a thriving economy, robust education system and diverse recreational opportunities, Knoxville has become a prime destination for both residents and visitors alike.

Historical Significance: Founded in 1791, Knoxville once served as the capital of Tennessee, playing a pivotal role in the nation's history. It witnessed significant events during the Civil War and the civil rights movement. Today, historic sites like James White's Fort, the Blount Mansion and the East Tennessee History Center offer a captivating glimpse into the region's past.

Cultural Vibrancy:

Knoxville stands as a thriving cultural hub, celebrating the arts in all their forms. The historic Tennessee Theatre, located in downtown Knoxville, hosts Broadway shows, concerts and film screenings. The Knoxville Museum of Art showcases an impressive collection of regional and contemporary art, while the East Tennessee Historical Society hosts thought-provoking exhibitions. Festivals like the Dogwood Arts Festival and the Big Ears Festival further enhance the city's cultural tapestry.

Natural Beauty: Knoxville's breathtaking natural surroundings attract outdoor enthusiasts. Situated at the foothills of the Great Smoky Mountains, the city offers access to stunning hiking trails, scenic drives and camping adventures. The Tennessee River, located nearby, provides opportunities for boating, fishing and water-sports. Urban green spaces like World's Fair Park and Ijams Nature Center offer peaceful retreats within the city limits.

As the third-largest city in the state, Knoxville offers a rich blend of history, culture and natural beauty.



State of Tennessee

Tennessee is a state with more than 6.9 million people, four large metropolitan areas, two time zones, and an economy ranked* 16th-largest in the United States. While more Tennessee jobs and economic activity today are industrial or knowledge-based agrarian than farming and agricultural, production remain fundamental to the state's economy. Major outputs include textiles, cotton, cattle, and electrical power—thanks to being home to Tennessee Valley Authority.

From the Appalachian Mountains on the eastern border, to the Mississippi River on the western border, Tennessee spans a distance of more than 400 miles. Major geographic and cultural diversity are evident from the mountainous landscape of East Tennessee to the rolling hills surrounding Nashville in middle Tennessee to the delta and farm areas of the west.

The state's four largest cities are Nashville, metropolitan area population: 1.95 million; Memphis, metropolitan area population: more than 1.3 million; Knoxville, metropolitan area population: almost 870,000; and Chattanooga, metropolitan area population: about 550,000.

Major corporations headquartered in Tennessee include Pilot Corp., Discovery Networks and Regal Entertainment Group based in Knoxville; Eastman Chemical based in Kingsport; Nissan's North American headquarters in Franklin; the headquarters of Caterpillar Financial, Bridgestone-Firestone, Dollar General and HCA Healthcare, all based in Nashville and FedEx, AutoZone, International Paper, all based in Memphis.

The University of Tennessee maintains a presence in, draws students from and boasts alumni in each of Tennessee's 95 counties. Collectively, the entire state is the campus, and overseeing all UT enterprises and maintaining relationships with the University's numerous constituencies statewide is the responsibility of the UT System president.

*Source: U.S. News and World Report Economy Rankings





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