

U N I V E R S I T Y O F M E M P H I S



**PRESIDENT**  
POSITION PROFILE

**No.**

**13**

With only 12 Presidents in our long history, the University of Memphis is now looking for number 13.



**Welcome to the search for our next inspirational leader**

From record-breaking fundraising and enrollment to all-time-high retention and graduation rates to rising national rankings and research excellence — progress at the UofM is impressive. We seek a President who can build on our current momentum, leading us into the next phase of growth and success.





The UofM Presidency is an exciting leadership opportunity. Our soulful city is packed with Fortune 500 companies, with a direct line between the University, the community, the world and back again.



# U of M

## OVERVIEW

**L**ocated in the heart of culture-rich Memphis, the University of Memphis is experiencing enormous growth and development — a huge transformation since our founding in 1912. What was once an 80-acre campus serving 300 students has evolved into a top tier public research university on 1,607 acres with 239 buildings and a strong regional reach, including our UofM Lambuth campus in Jackson, Tennessee.

The UofM is ranked among the world's top universities in the 2021 *Times Higher Education* World University Rankings, only one of three to make the list from the State of Tennessee. Never have more UofM academic programs been ranked nationally. During the pandemic, fall 2020 enrollment was 22,205, a 2.4% increase year-over-year from 21,685 the previous fall — the highest number of enrollments for the UofM since 2011. We're currently the second-largest university in Tennessee and proud to have the largest

enrollment percentage increase from fall 2019 to fall 2020 among locally governed institutions in the state.

As a tier 2 research-intensive institution, we have accelerated our efforts to achieve Carnegie R1 status and feel confident that reaching our goal is imminent. UofM students represent 82 different countries across the globe and 50% of undergrads are students of color, making the UofM a highly diverse campus that embraces different cultures and backgrounds. Community engagement drives the UofM to promote innovation in the Memphis region with a multi-faceted approach to economic development that encourages novel engagements with faculty, students and community. With an operating budget of \$600 million and an independent Board of Trustees, the UofM has the freedom, flexibility and outside expertise to move forward in unparalleled fashion. The UofM has 1,031 full-time faculty and 564 adjunct faculty, more than 4,400 employees total including graduate assistants.

**WE'RE LOOKING FOR A DYNAMIC DIPLOMAT WHO IS DRIVEN TO MAKE AN IMPACT ACROSS THE UNIVERSITY'S MANY STAKEHOLDER GROUPS AND IS UNCOMMONLY SKILLED AT MANAGING AND NAVIGATING A COMPLEX CULTURAL LANDSCAPE.**

## Our Vision

The University of Memphis is an internationally recognized, urban public research university preparing students for success in a diverse, innovative, global environment.

## Our Mission

We provide the highest quality education by focusing on research and service benefiting local and global communities.

## Our Values

We are driving the UofM from the outstanding institution it is today to one of even higher prominence by focusing on the following core values:

### ACCOUNTABILITY

Integrity, transparency, excellence and the highest standards govern everything we do.

### COLLABORATION

We seek partnerships both within and beyond the University to enhance our actions and our outcomes.

### DIVERSITY AND INCLUSION

Everyone is respected, included and given the opportunity to excel.

### INNOVATION

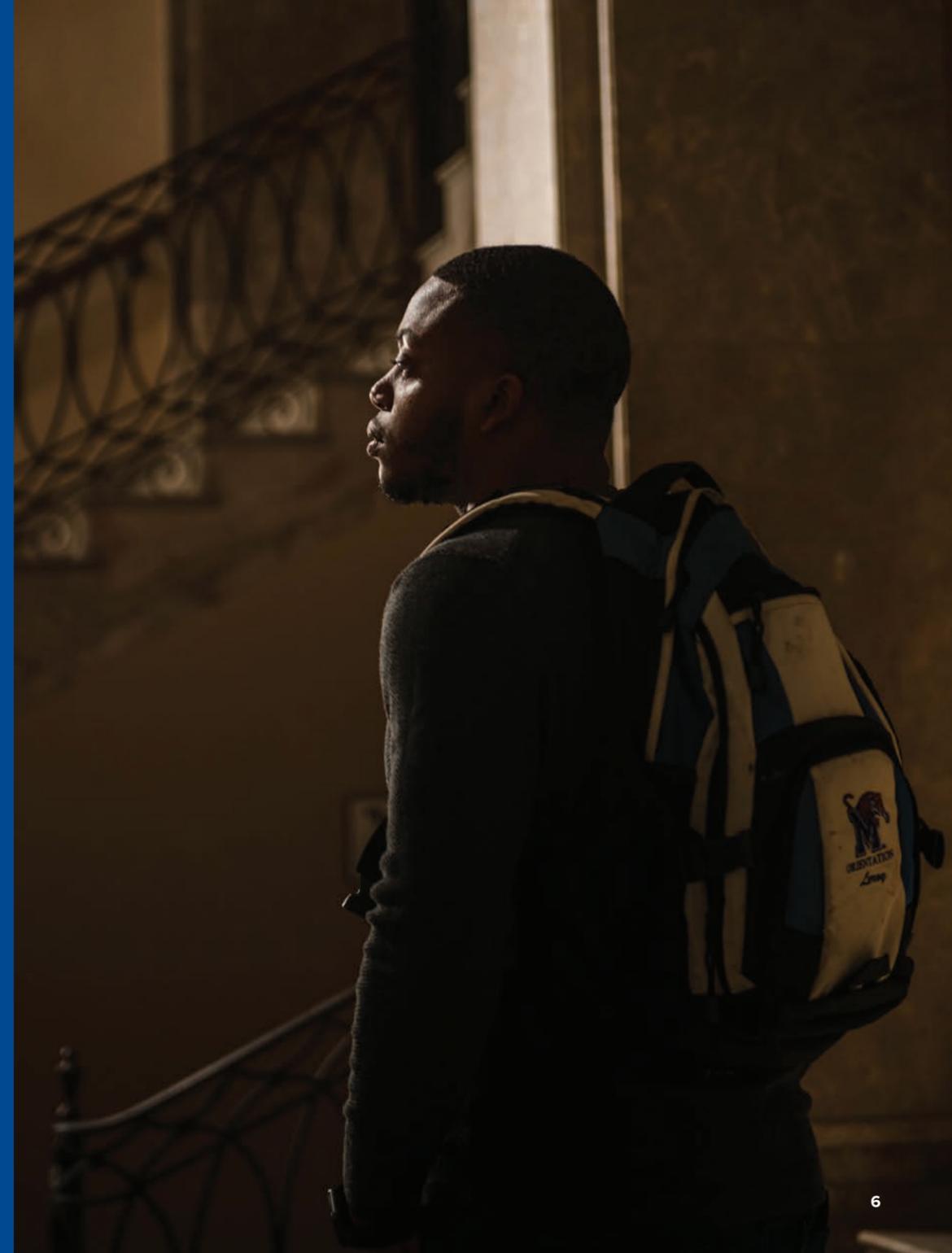
We consistently seek a better way, and we embrace challenges.

### SERVICE

Our purpose is to benefit our students and society through knowledge and effort.

### STUDENT SUCCESS

We provide every student with the opportunity to excel.



# ACADEMICS

UofM's main campus offers more than 220 degrees and options, including online degrees through nationally ranked UofM Global. The campus is located in a beautiful, tree-lined residential neighborhood and includes:



The Cecil C. Humphreys School of Law is located in a historic downtown building, just a short drive from our main campus.

The UofM Lambuth is the most comprehensive four-year public university in Jackson, Tennessee, with a residential campus on 57 acres.

UofM Millington is a satellite center in North Shelby County, dedicated to increasing accessibility to course offerings and programs.

College of Arts & Sciences  
College of Communication and Fine Arts  
College of Education  
College of Health Sciences  
College of Professional & Liberal Studies  
Fogelman College of Business & Economics

Herff College of Engineering  
Helen Hardin Honors College  
Kemmons Wilson School of Hospitality & Resort Management  
Loewenberg College of Nursing  
School of Communication Sciences and Disorders  
School of Public Health



# OUR STUDENTS



tudents are drawn to the UofM because this is an environment where they can be better learners through hands-on experiences that inspire boundary-pushing work and transformational growth. The drive to create and explore comes easily because a UofM education puts students in the real world to learn, with access to over 100 Fortune 500 companies for internships. Students and faculty regularly use the city as a way to see the subjects they study firsthand. The



UofM has experienced a 26% nonresident enrollment increase for fall 2020, bringing more out-of-state students to our campus than ever before.

With 50% of our undergrads identifying as people of color, our campus is a joyful and welcoming place with students from different backgrounds — each contributing something special to campus. Varying viewpoints and identities are embraced. Diversity and inclusion are celebrated.



# POINTS OF PRIDE

## Commitment to Achieving Carnegie R1 Status

- ▶ Internal investment for research expansion of \$5M.
- ▶ Record research expenditures of \$69M in fiscal year 2020.
- ▶ 2020 budget recommendations from Tennessee State Governor Lee.
  - » \$5M for Carnegie 1 efforts
  - » \$41M for new STEM building
  - » \$12.5M for maintenance funds



## Dramatic Improvement in Outcomes

- ▶ Graduation rate improved from 42.9% to 53.2% over past six years with a goal of 61%, and projected to be 54% for 2021.
- ▶ Percent increase of 24%.
- ▶ Overall budget growth over past seven years: 15% despite regional and national contraction.
- ▶ Graduation numbers continue to be 4,000+.
- ▶ UofM Global most significant growth across university.
- ▶ Lowest cost increases in the State of Tennessee by significant margin.



## Focus on Student Success

- ▶ Our average student debt load has decreased 4% in the last three years.
- ▶ More than 90% of our full-time freshmen receive financial aid, and once enrolled, are supported through ACCESS MEMPHIS programs, dedicated to helping keep them in school and meeting educational goals.
- ▶ Programs like our successful Office of First-Generation Student Success, Academic Coaching for Excellence and African American Male Academy remove barriers to postsecondary access and provide the resources necessary to help more students earn a degree.

## Committed to Low Tuition & Enhancements

- ▶ The UofM has the lowest total tuition and fee increases in the State of Tennessee and remains dedicated to keeping education affordable.
- ▶ For the 2020-21 academic year, we announced a flat per-credit-hour fee that provides day-one access to course materials for General Education courses at a significantly lower cost.
- ▶ We've experienced no tuition increase for four out of the last seven years.



## Launch of African American Male Academy

- ▶ In 2019, the UofM launched the African American Male Academy (AAMA) tailored to increase graduation rates for African American males.
- ▶ Starting in middle school, the initiative identifies, recruits and inducts students into a culture of inclusive excellence, while providing assistance to overcome obstacles to degree completion.
- ▶ Additionally, AAMA identifies, recruits and inducts students into UofM master's, doctoral and law school programs.



## UofM-Memphis Symphony Orchestra Partnership

- ▶ Since 2015, the Memphis Symphony Orchestra in Residence has offered a series of world-class symphonic music on campus, creating a rich opportunity for students, patrons and faculty to experience artistic excellence.
- ▶ This groundbreaking collaboration established a premier destination in the Mid-South for music training, performance, music outreach and arts-centered, cross-sector community development.

## UofM Ranked by U.S. News and World Report among the Top Performing National Universities for Social Mobility

- ▶ In the past seven years, we have increased the graduation rate among low-income and first-generation students by more than 12%.
- ▶ By 2025, our goal is to be among the top five public universities for closing the college graduation rate gap for students from populations historically underrepresented in higher education.

## UofM Increasingly Gains National Recognition

- ▶ *U.S. News and World Report* ranked the UofM in the top tier for national universities for the second consecutive year. The UofM climbed to No. 126 in 2020 and is the No. 2-ranked public university in the State of Tennessee.
- ▶ 103 programs ranked by *U.S. News and World Report* and online sites.
- ▶ 6 programs ranked #1 by online sites.
- ▶ 21 programs ranked top 5 by online sites.
- ▶ 40 programs ranked top 10 by online sites.
- ▶ 66 programs ranked top 25 by *U.S. News and World Report* and online sites.

## Gold Ranking as Top Military-Friendly School for Seventh Consecutive Year

- ▶ The UofM takes pride in serving military service members, veterans and dependents.
- ▶ We participate in the Yellow Ribbon scholarship program and have an Educational Benefits & Certification office and Veterans Resource Center to support veterans' success.

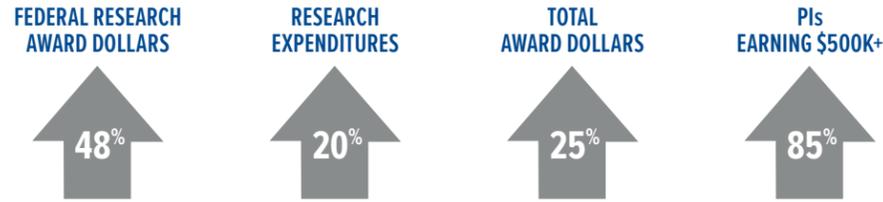


# RESEARCH

The UofM is classified by the Carnegie Foundation as a Tier 2 Research Intensive University and is actively and aggressively pursuing the highest designation of R1. We attract the finest faculty researchers who choose the UofM because we are the bridge between curiosity and breakthrough, one where discovery and inspiration happen across disciplines and a strong sense of teamwork exists between faculty members.



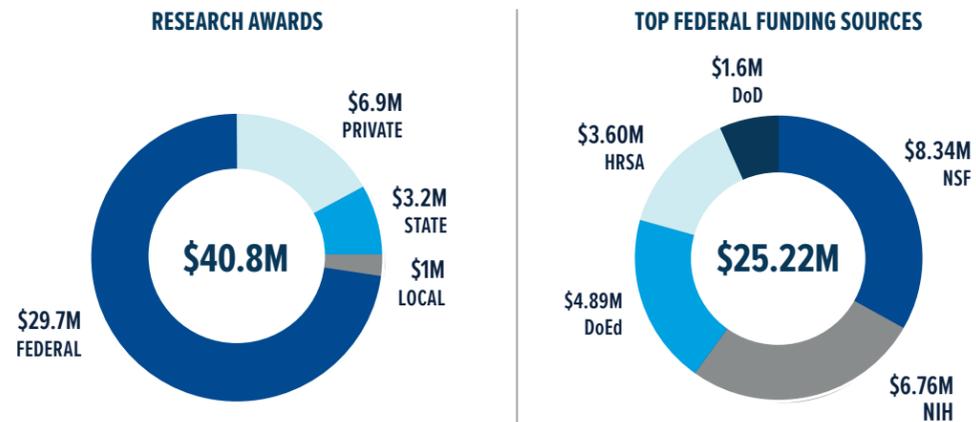
## HIGH IMPACT RESEARCH



## TECH TRANSFER IMPACT



## FY2020 RESEARCH AWARDS



## ANNUAL RESEARCH ECONOMIC IMPACT



# FUNDRAISING

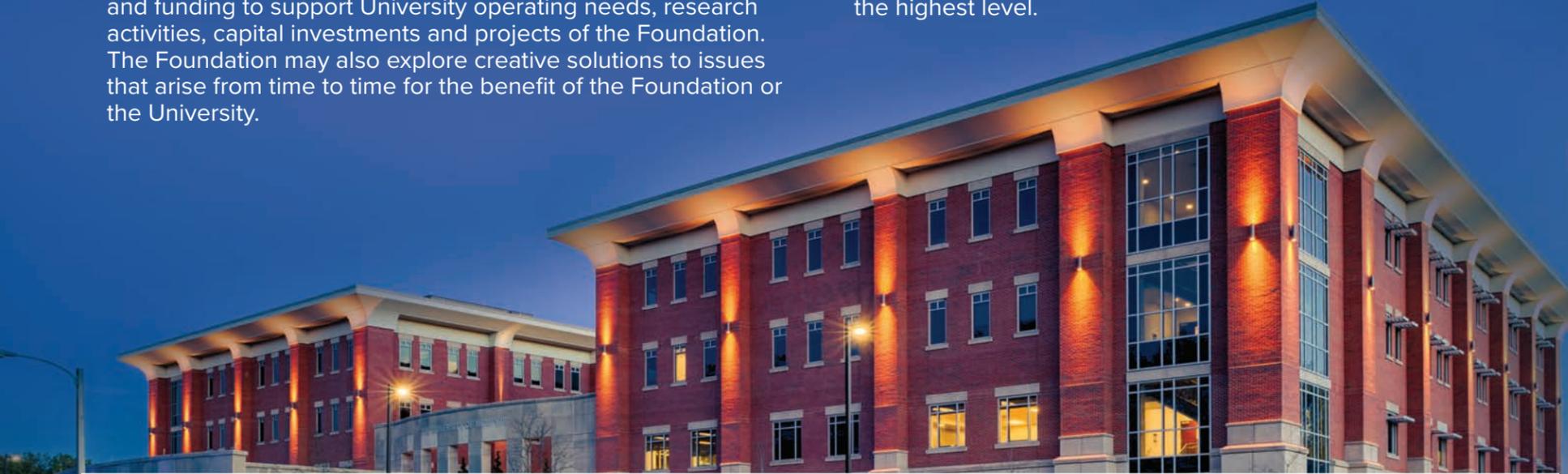
The University of Memphis Foundation has more than \$170 million in assets (FY 2020) and accepts, manages and disperses private funds for scholarships, fellowships, academic enrichment and various other projects in support of the students, faculty, staff and mission of the University of Memphis.

The Auxiliary Services Foundation has more than \$23 million in assets for the purpose of supporting auxiliary services related to the University's mission and student welfare. In addition, the Auxiliary Services Foundation pursues alternative financing and funding to support University operating needs, research activities, capital investments and projects of the Foundation. The Foundation may also explore creative solutions to issues that arise from time to time for the benefit of the Foundation or the University.

The University manages the Herff Trust, which was set up to support students with total asset of approximately \$25 million.

The University of Memphis Research Foundation raises gifts-in-kind and private grants to support research and technology transfer objectives of the UofM and its faculty and students.

The Time to Shine campaign in support of Memphis Athletics was one of the most ambitious in the program's history, raising \$35 million to fund new facilities to help Memphis Tigers compete at the highest level.



## Fundraising Reaches All Time High

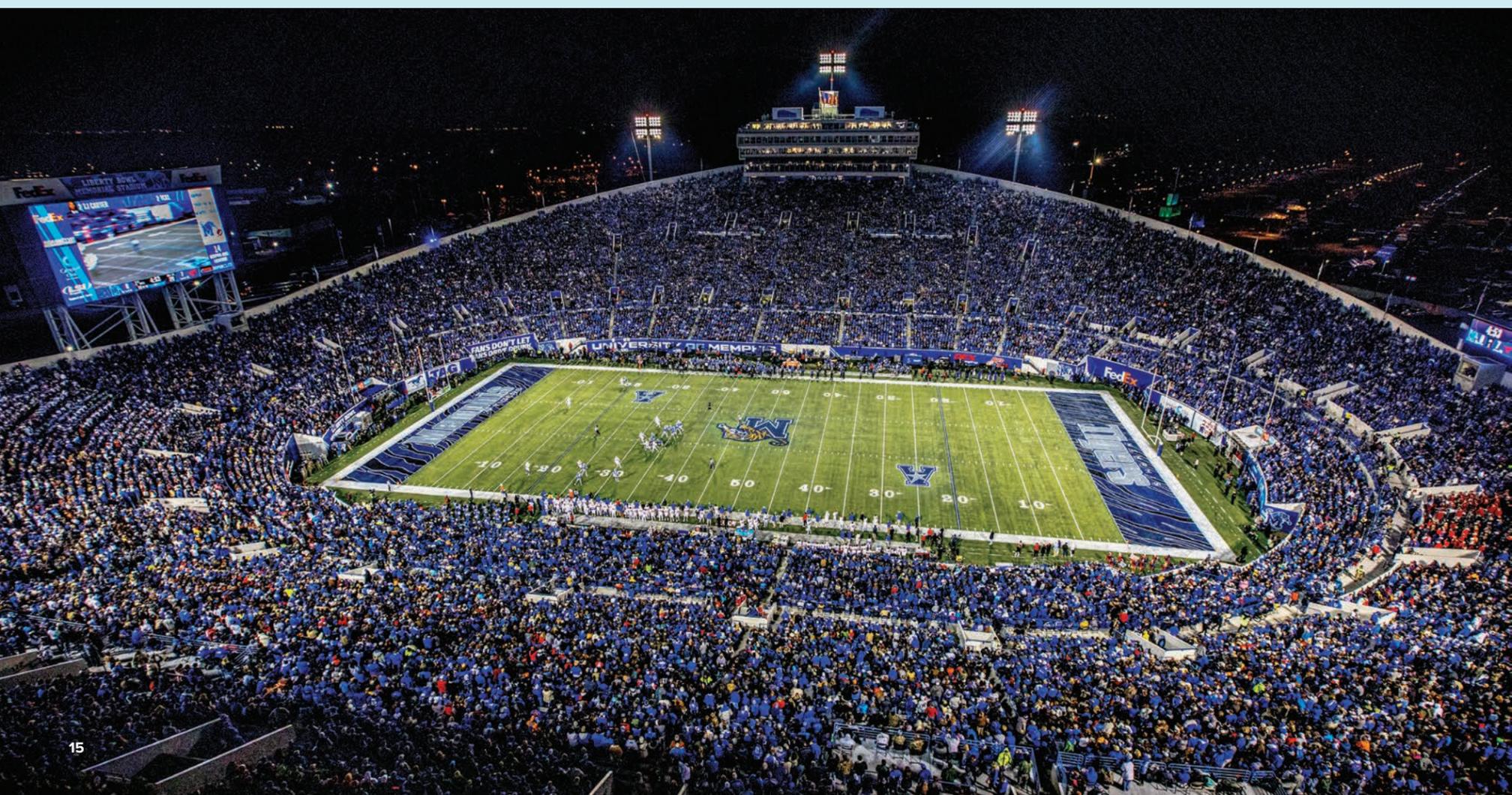
The support of the UofM is reflected through the generosity of our alumni and donors. Over \$222 million has been raised within the past six years, over twice the amount raised in the previous decade.

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
TOTAL COMMITMENTS	30,091,338.46	36,170,833.90	37,939,384.61	22,040,575.73	30,826,691.83	44,100,453.81
TOTAL ACADEMIC	11,369,688.75	21,080,174.37	20,144,947.58	14,380,528.98	23,145,635.97	32,487,160.00
TOTAL ATHLETICS	18,721,649.71	15,090,659.53	17,794,437.03	7,660,046.75	7,681,055.86	11,613,293.81
TOTAL ALUMNI DONORS	5,921	6,766	6,385	7,800	6,905	7,890

# Memphis Athletics is a Program with a Purpose



A high percentage of our student-athletes come from underrepresented low-income households and are the first in their family to attend college. UofM Athletics fiercely supports them, making a world-class education affordable for all.



## ATHLETICS



The Memphis Tigers have 18 athletic programs competing at the NCAA Division I level. Our student-athletes stand out academically with graduation success rates among the highest in the nation. Tailgating is legendary at Tiger Lane for football, where we pack the stands of Liberty Bowl Memorial Stadium. And Memphis' hoops-crazed soul doesn't take no for an answer on the basketball court at the FedExForum and Elma Roane Fieldhouse. Our fans show up in huge numbers for both women's and men's athletics. You'll also find us on the road, especially our loud, rowdy and crazy Blue Crew — the official student support group of Memphis Athletics. We root for champions who have achieved numerous NCAA Basketball Tournament appearances, the 2021 Men's NIT Championship and seven consecutive football bowl game appearances. Many proud UofM grads have gone on to athletic careers at the professional level.

## State-of-the-Art

The UofM has focused on providing the finest spaces for our student-athletes from training and practice facilities, locker rooms, coaches' offices, amenities and enhanced technology and connectivity — we are setting the standard for next generation sports excellence. Improvements since 2016 include:

- ▶ New Laurie-Walton Family Basketball Center
- ▶ New Indoor Football Practice Facility
- ▶ FedEx Park Baseball Expansion
- ▶ Natatorium Renovation Project for Memphis Tiger Swimming
- ▶ Tiger Softball Complex Additions
- ▶ Elma Roane Fieldhouse Renovation for Women's Basketball
- ▶ Billy J. Murphy Track and Soccer Complex Enhancements
- ▶ Larry Finch Plaza Dedication
- ▶ Leftwich Tennis Center Renovation
- ▶ Liberty Bowl Memorial Stadium Upgrades



## Governed by an Independent Board of Trustees

Under the leadership of former Governor Bill Haslam and the 109th Tennessee General Assembly, the Focus on College and University Success (FOCUS) Act was introduced in 2015 and passed in 2016. The FOCUS legislation allowed for an independent governing board to be established at the University of Memphis, which increases autonomy and local control of the University's strategic direction. The first Board meeting was held on March 17, 2017.



# Expectations of the Next President

## LEADERSHIP

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- ▶ Provide leadership in developing, communicating, and implementing strategic vision
- ▶ Build teamwork among colleagues and subordinates
- ▶ Provide sound fiscal management of University resources
- ▶ Contribute to developing and enhancing the academic quality of the University

## DECISION-MAKING

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- ▶ Consult with appropriate individuals before making decisions
- ▶ Gather information needed for sound decision making
- ▶ Consider alternative solutions to problems before making decisions
- ▶ Make sound decisions in a timely manner

## MANAGEMENT

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- ▶ Arrange/manage resources as to facilitate the accomplishment of work
- ▶ Communicate performance expectations clearly
- ▶ Effectively recruit and select appropriately qualified staff

## CONCERN FOR FACULTY AND STAFF

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- ▶ Create a climate of respect and high morale
- ▶ Respond to issues of concern to faculty and staff

## CONCERN FOR STUDENTS

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- ▶ Interact well with students
- ▶ Promote an environment which nourishes individual student growth and achievement
- ▶ Put students first and wants students to succeed

## EXTERNAL RELATIONS

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- ▶ Portray a progressive and professional image of the University
- ▶ Relate to and communicate with the external community
- ▶ Be accessible and involved with the community
- ▶ Encourage partnerships with the community, business, industry and other education institutions

## FISCAL LEADERSHIP

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- ▶ Lead the University in a fiscally responsible manner
- ▶ Continuously seek opportunities to improve efficiency and effectiveness, as well as generate incremental revenues through additional appropriation support, grants, contracts and joint ventures

# The Position

## THE UNIVERSITY OF MEMPHIS BOARD OF TRUSTEES AND PRESIDENTIAL SEARCH COMMITTEE

seek a President who will continue to move the UofM forward as a growing urban public research university. Building on current successes in the areas of enhancing its national presence and rankings, financial positioning and improving student and faculty outcomes, the President is expected to be an innovative leader who can continue to propel the university forward.

The President of the University of Memphis is the chief executive officer responsible for furthering a vision for the campus that is consistent with its mission. The next President must have professional qualifications and personal characteristics that embody UofM's growth-oriented mission and aspirations. In addition to an earned doctorate or terminal degree in a related field and executive leadership experience demonstrating the ability to lead a large, complex institution, it is preferred candidates have the following qualifications:

- ▶ Visionary, inspirational leadership with the strategic agility to lead through one of the most exciting and transformative eras in the University's history.
- ▶ A commitment to deep engagement with the community and the University's vital role in the City of Memphis, State of Tennessee and globally.
- ▶ Passion for the student-centered mission of the University and an understanding of undergraduate, graduate, international and professional student interests and needs.
- ▶ Vision to engage the entire campus community to foster growth of the academic and creative enterprises, expand research opportunities and maintain the highest standards of quality and academic excellence.
- ▶ Experience in advancing research, innovation, partnerships and expenditures to reach and sustain the University's drive toward Carnegie R1 research status.
- ▶ A willingness to cultivate international partnerships to expand research, program development and faculty/student exchange opportunities.
- ▶ A track record of effectively recruiting, selecting and developing a top notch leadership team.
- ▶ Strong understanding of the ever-changing/post pandemic market of higher education.
- ▶ Demonstrated success developing proactive, creative solutions to challenges.



- ▶ Fiscal acumen with demonstrated success in navigating shifting financial landscapes.
- ▶ Commitment to fostering a climate of respect and high morale among faculty and staff with a commitment to shared governance.
- ▶ Record of leadership in promoting equity, enhancing diversity in all its forms, which includes creating a cohesive, collaborative and inclusive culture.
- ▶ Ability to develop collaborative and effective relationships with a full range of external constituents, such as alumni, donors, members of the community, legislators and other government officials to secure resources from state, federal, corporate, foundation and private entities.
- ▶ Interpersonal skills to partner and work effectively with both the UofM Board of Trustees, Tennessee Higher Education Commission and other governmental bodies.
- ▶ Ability to lead improvement of academic performance, with particular success in improving retention and graduation rates and increasing student success outcomes.
- ▶ A commitment to and understanding of the value of a strong Division I intercollegiate athletic program and the academic success of our student-athletes.
- ▶ A commitment to a robust arts community.
- ▶ High ethical standards and excellent communication skills.



# Application Process

The UofM Board of Trustees invites letters of nomination, applications (letter of interest, complete CV and references) or expressions of interest to be submitted to the search firm assisting the Board. Review of materials will begin immediately and continue until the appointment is made. It is preferred, however, that all nominations and applications be submitted prior to August 23, 2021:

**Laurie C. Wilder, President**

**Porsha L. Williams, Vice President**

**Parker Executive Search**

**Five Concourse Parkway**

**Suite 2875**

**Atlanta, GA 30328**

**[lwilder@parkersearch.com](mailto:lwilder@parkersearch.com) || [pwilliams@parkersearch.com](mailto:pwilliams@parkersearch.com)**

**Phone: 770-804-1996 x 109**

## **Equal Employment & Institutional Equity**

The University of Memphis does not discriminate against students, employees, or applicants for admission or employment on the basis of race, color, religion, creed, national origin, sex, sexual orientation, gender identity/ expression, disability, age, status as a protected veteran, genetic information, or any other legally protected class with respect to all employment, programs and activities sponsored by the University of Memphis.





THE UNIVERSITY OF  
MEMPHIS®