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# The Role of the Chancellor of The University of Tennessee, Knoxville

Commission for Blacks

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## THE ROLE OF THE CHANCELLOR OF THE UNIVERSITY OF TENNESSEE, KNOXVILLE

Prior to 1968, The University of Tennessee consisted of a main campus in Knoxville, campuses at Martin (undergraduate studies) and Memphis (health professions studies), and several continuing education centers at other locations throughout the state. The President of the University was also the chief administrative officer of the Knoxville campus, while the Martin and Memphis branch campuses were each administered by a Vice President who reported directly to the President. In 1968, following a period of rapid growth for the University, a reorganization took place, with the Knoxville, Martin, and Memphis campuses each becoming a semi-autonomous unit administered by a Chancellor who, in turn, reported to the President. The President and statewide officers of his staff assumed primary responsibility for statewide aspects of the University's operation and for the University's relations with external groups; the Chancellors assumed the primary role in administering their respective campuses, being chiefly concerned with internal aspects of campus operation.

Following this reorganization of The University of Tennessee, two additional campuses have been added: The formerly private University of Chattanooga joined the system in 1969, and in 1971 the resident evening center in Nashville was given full campus status. Thus, the University now includes five primary campuses, each headed by a Chancellor,<sup>1</sup> and an additional administrative organization with statewide programmatic and functional responsibilities. These responsibilities are discharged by organizations headed by Vice Presidents for Academic Affairs, Administration, Agriculture, Business and Finance, Continuing Education, Health Affairs, and Urban and Public Affairs. Administrative policy-making for the University as a whole rests with the President and his staff, which consists of the Chancellors and the Vice Presidents.

In assessing the role of the Chancellor at any University of Tennessee campus, it is necessary to recognize the legal and historical bases on which his authority rests. Legally, the full authority and responsibility for governance of the University and its component parts is vested in the Board of Trustees. The Board in turn has assigned broad authority and responsibility to the President, and holds the President accountable, as outlined in the attached excerpts from the University's By-Laws. Because of his visibility to officials of state government, the news media, and the general public, a significant fraction of the complaints, inquiries, and

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<sup>1</sup>As will be noted from the attached organizational chart, two Chancellors, those of the Medical Units and The University of Tennessee at Nashville, hold concurrent statewide functional responsibilities and are, hence, designated also as Vice Presidents.

requests for assistance concerning any campus will be directed initially to him. Most of these will be referred to the appropriate Chancellor for resolution, but it is important that each Chancellor keep the President informed of significant activities, problem areas, and proposed policy changes, even in those instances in which effective authority has been delegated to the campus, and in which matters will be resolved by campus authorities.

### The Chancellor's Authority

The Chancellors have been delegated significant authority to administer their campuses, subject to general University policies and coordinate relations with the President and his staff. The Chancellor has the authority to make recommendations for changes in his administrative officers through the President and the Board of Trustees.<sup>2</sup> Each Chancellor exercises primary and effective authority in the following areas:

1. Control and allocation of budgeted campus funds
2. Establishment of the campus administrative organization
3. Approval of campus personnel appointments
4. Administration of campus academic programs and policies
5. Administration of student affairs and services for the campus
6. Administration of the campus physical plant

Further, as a member of the President's Staff, each Chancellor, along with the Vice Presidents, participates regularly and effectively in the University-wide decision-making.

The Chancellor provides articulate leadership in the long-term academic development of his campus and in the attainment of high standards for its academic endeavors. Although the faculty maintains its traditional role in establishing the curriculum itself, the Chancellor exerts a major influence on the specific direction of academic change, not only through basic administrative judgments on budget and staffing but also by his more general articulation of fundamental academic goals. Thus, the Chancellor must devote substantial amounts of time and energy to the continuous evaluation of existing academic programs and to thoughtful planning for future programs. Such planning naturally involves faculty and administrative groups on campus, and is carried on in coordination with the work of the Vice President for Academic Affairs, who is responsible for long-range academic planning for the entire University of Tennessee.

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<sup>2</sup>Important academic appointments, including those of department heads, Deans, Vice Chancellors, etc., are reviewed by the Vice President for Academic Affairs, acting on behalf of the President, prior to final approval. Significant non-academic administrative appointments are reviewed by the appropriate Vice President, e.g., the proposed appointment of a campus Director of Finance would be reviewed by the Vice President for Business and Finance prior to final action. Further, all appointments at the level of Dean or above require approval of the Board of Trustees.

In addition, the Chancellor exercises authority in maintaining fair and equitable employment practices, promotion procedures, and wage and salary distribution as well as safe working conditions for the encouragement, benefit and safety of supporting personnel. University personnel policies and procedures as established will be the guidelines for administration of these areas of the Chancellor's authority.

While the Chancellor is primarily concerned with the administration of the Knoxville campus and the internal aspects of campus operation, he also exerts strong influence in the statewide aspects of the University's operation. The statewide role of the Knoxville campus in many areas of instruction, research, and public service, gives its Chancellor a visibility and influence extending far beyond the Knoxville area. Units of the Knoxville campus offer, for example, a number of academic programs in other cities, among which are: Two graduate programs and an evening school in Oak Ridge, The University of Tennessee Space Institute at Tullahoma, branches of the School of Social Work in Nashville and Memphis, a graduate center at Kingsport, and a statewide graduate engineering program. Conversely, Knoxville is the home of three major units of the University which are not administered by the Knoxville campus Chancellor: The central administrative offices of The University of Tennessee statewide system; the Institute of Agriculture, which is administered by the Vice President for Agriculture; and the Memorial Research Center and Hospital, administered by the Vice President for Health Affairs. For all these units, the Knoxville campus provides services in the areas of physical plant maintenance, operations, security, and purchasing.

#### Relations with the University's Statewide Activities

To permit statewide coordination of legislative relations, enhanced operating efficiency, and the ability to provide shared services which would not be economically feasible for a single campus, a number of service functions are conducted within the University's central administrative organization for the benefit of all campuses. Services provided to the campuses include:

1. Planning, architectural and legal services
2. Institutional research and administrative data processing
3. Functions of the University Treasurer
4. Coordination of Continuing Education and Public Service Functions

Activities conducted on behalf of the total University for external groups include:

1. Alumni Relations
2. Development
3. Relations with State Government

The Vice President for Administration is responsible for directing the University-wide programs in alumni relations, development, relations with state government, and planning and architectural services. In each of these areas he is supported by a competent professional staff who provide effective services to each of the University's campuses at a level which would be uneconomical to duplicate on a campus-by-campus basis. Further, the combining of the alumni organizations of all campuses under the unified identification of The University of Tennessee General Alumni Association significantly increases its strength, influence, and support. The University of Tennessee, Knoxville maintains an Office of Alumni Affairs, an Office of Development, and a Division of Continuing Education. The directors of these campus offices carry on their activities in close cooperation and coordination with those of their University-wide counterparts; however, they are administratively responsible to the Chancellor or his designee.

A unit of the statewide University of Tennessee system which interacts closely with the Knoxville campus is the Institute of Agriculture. This organization traces its history to 1869 when The University of Tennessee was designated as Tennessee's Federal Land-Grant Institution, and was thereby required to offer instruction in agriculture and the mechanic arts. Two years after The University of Tennessee system was created, The Institute of Agriculture and its physical facilities were largely separated organizationally from the Knoxville campus, and its chief administrator designated the Vice President for Agriculture, reporting directly to the President. This arrangement recognizes the statewide nature of the Institute's programs in research and extension; however, an organizational tie is maintained with the Knoxville campus in the area of instruction, as the Dean of the College of Agriculture, the institute's instructional arm, reports administratively to the Vice President for Agriculture and functionally to the Vice Chancellor for Academic Affairs of The University of Tennessee, Knoxville. Faculty of the College of Agriculture hold joint appointments, with their efforts divided between instructional duties for the College and duties in research and/or extension for the Agricultural Experiment Station and the Agricultural Extension Service, respectively. Hence, the dean and the faculty of the College of Agriculture are members both of the faculty of The University of Tennessee, Knoxville, and of the staff of the Institute of Agriculture. Decisions regarding personnel and physical facilities of the College are the responsibility of the Vice President for Agriculture; those regarding curriculum and academic policies are made through the normal faculty and administrative channels of the Knoxville campus.

The Vice Presidents and the Chancellors are at an equivalent level in the University's administrative structure, each reporting directly to the President. It should be clearly understood that the Vice Presidents and members of their staffs have no line authority over campus administrators. The Vice Presidents have, however, functional responsibilities in areas such as academic affairs, finance, and development, which require that they and members of their staffs interact regularly with the Chancellors and other campus administrators. Appropriate points of contact and informa-

tion flow for functional relationships are agreed upon in advance by the Chancellors and the Vice Presidents responsible for a given function. Also in several areas, e.g., continuing education, development, and public service, Vice Presidents or members of their staffs may request services from offices on individual campuses according to similar agreed-upon guidelines. Questions arising between campus and central administrative personnel in such matters are normally resolved through consultation and agreement between the appropriate Chancellor and Vice President. In the rare instances where such agreement is not possible, the final decision rests with the President.

Because of its historical and continuing impact on the public image of the University, the position of intercollegiate athletics on the Knoxville campus deserves special attention. No other aspect of its program is so emotionally intertwined with public attitudes toward the University, and real or perceived shortcomings at any level of athletics program administration, even in the minor sports, will bring prompt and vigorous reaction to the President and the Board of Trustees. For this reason, as well as the frequent legal contractual obligations incurred in the conduct of intercollegiate athletics, it has been considered necessary to maintain involvement of the President and the Trustees in the administration of these programs for the Knoxville campus. The mechanism devised to accomplish this is as follows:

1. Intercollegiate athletics programs of the Knoxville campus are under the control of the Director of Athletics, who reports administratively to the Chancellor.
2. Major policy decisions relating to intercollegiate athletics, e.g., approval of athletic department budgets, negotiation of coaches' contracts, acceptance of bids to post season games or tournaments, public use of athletic facilities, allocation of tickets, are subject to review and approval of the Executive Committee of The University of Tennessee, Knoxville Athletics Board. The Executive Committee consists of the following individuals: The President of the University, the Vice President for Administration, the Chairman of the Athletics Committee of the Board of Trustees, the UTK Chancellor, Director of Athletics, and Faculty Athletics Chairman.

This arrangement permits the day-to-day management of athletics programs to remain at the campus level, while policy decisions with statewide implications receive consideration by a group representing both Knoxville campus and state-wide interests.

A similar arrangement for administration of the athletics programs of The University of Tennessee at Chattanooga has been recently instituted, and it appears likely that such a program will soon be established for The University of Tennessee at Martin. The Medical Units and UT at Nashville do not participate in intercollegiate athletics.

There is throughout the institution a willingness to examine the complex relationships of the University. An examination of the role of the Chancellor was included in the charge to the Advisory Search Committee, and a self-study of The University of Tennessee system will be undertaken during the coming year under the auspices of the Southern Association of Colleges and Schools.

## SUPPORTING DOCUMENTS

Additional perspectives on the role of the Chancellor of The University of Tennessee, Knoxville, and the relation of this office to the President and Board of Trustees may be gained by examining the following excerpts from the University's By-Laws, as adopted by the Board of Trustees on June 19, 1969, and from the attached organizational charts.

### On the Authority and Role of the Board of Trustees (By-Laws)

#### Article I

SECTION 1. THE BOARD OF TRUSTEES, which is the governing body of The University of Tennessee, shall have full and complete control over its organization and administration, also over its constituent parts and its financial affairs. All Trustees, both ex-officio and appointed, (except the Executive Director of the Tennessee Higher Education Commission, who is a non-voting member), shall have a vote on matters coming before any committee thereof of which they are members.

SECTION 2. THE BOARD OF TRUSTEES SHALL:

(a) Establish policies controlling the scope of the educational opportunities to be offered by The University and also policies determining its operation in general; however, the planning and development of curricula shall be the function of the faculties;

(b) Have full authority to determine and to control the activities and policies of all organizations and activities that bear, or that may be carried under, the name of the University.

(c) Not undertake to direct matters of administration or of executive action except through the President; and

(d) Control the election, appointment and removal of all the officers, faculty and employees of the University and the fixing of their compensation.

### On the Authority and Responsibility of the President

SECTION 1. THE SENIOR ADMINISTRATIVE OFFICERS of The University of Tennessee shall be the President, the Vice Presidents, the General Counsel, the Secretary, the Treasurer, and the Chancellors. The Board shall have authority, from time to time, to create and to fill additional offices and to abolish at its pleasure any office so created.

SECTION 2. The President shall be the chief executive officer of The University of Tennessee. He shall exercise complete executive authority over the institutions comprising The University of Tennessee, subject to the direction and control of the Board of Trustees.

The President shall be the primary spokesman for The University of Tennessee to the alumni of the institution, the news media, the educational world, and the general public. He shall initiate and administer University policies, speak for the University as its official head, and coordinate all activities of each campus of the institution directly or through his designated representatives. As chief executive, he shall be responsible for the presentation of all University policies and recommendations to the General Assembly, the Governor, the Board of Trustees, State budget officials, the Tennessee Higher Education Commission, and the Federal Government.

The President shall formulate the educational and administrative policies of The University of Tennessee and shall perform all duties prescribed by the Board of Trustees. He shall be responsible to the Board of Trustees for the prompt and effective execution of all laws relating to the University and of all resolutions, policies, rules, and regulations adopted by the Board of Trustees and by the Executive Committee.

The President shall be the leader and coordinator of all institutions of The University of Tennessee and shall promote the general welfare and development of the University in its several parts and as a whole. He shall have the authority to decide all questions of jurisdiction not otherwise defined between the several institutions, facilities, and officers. The faculties, staffs, or students or any member thereof may have the right of appeal from the Chancellor to the President. The channel for official communications between the President and the several institutions in all matters shall be through the Chancellors.

In the execution of his duties and responsibilities, the President may delegate to subordinate officers portions of his duties, but this action shall not reduce the President's responsibility. He shall be a member ex-officio of all standing and other committees of the Board.

#### On the Authority and Responsibility of the Chancellor

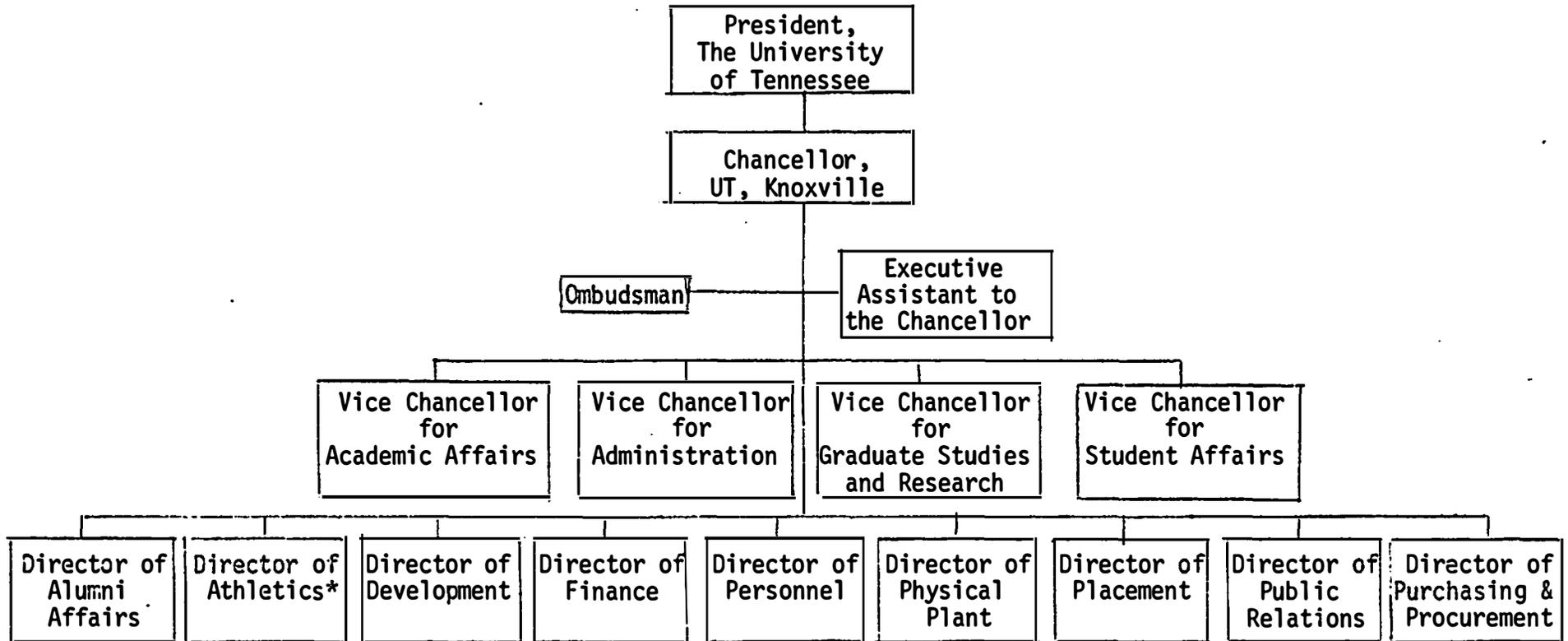
SECTION 8. THE CHANCELLORS shall be elected and removed in the same manner as the President and each shall be directly responsible to the President.

The Chancellor who is elected for an assigned jurisdiction over a campus shall be the chief administrative officer and shall be fully responsible for the administration and management of that campus subject to the general supervision of the President and coordinate relationships with the Vice Presidents. The Chancellor shall direct instructional, research,

service, student, development, finance and business, and athletics programs on his campus within general policies established by the President and the Board of Trustees. Appropriate functional relationships will be maintained between the Chancellors and the Vice Presidents for Development and Administration, Academic Affairs, Business and Finance, and Institutional Research.

The Chancellor shall recommend to the President appointment of personnel on his campus. He shall recommend major policy and operational changes in the areas of academic affairs, student affairs, business and finance, and development to the President for review and consideration prior to enactment.

# THE UNIVERSITY OF TENNESSEE, KNOXVILLE



\* Policies for intercollegiate athletics are established by the Executive Committee of the Athletics Board, as described in the text.