



VICE CHANCELLOR FOR
COMMUNICATIONS & MARKETING SEARCH
TEXAS TECH UNIVERSITY SYSTEM





English & Philosophy Building,
Texas Tech University

THE OPPORTUNITY

The Texas Tech University System (TTU System), under the dynamic leadership of Chancellor Robert L. Duncan, is poised for transformational growth and heightened national prominence. The TTU System seeks a Vice Chancellor for Communications and Marketing who can lead, manage and enhance critical communications and marketing functions and ultimately contribute to even greater success of the organization, ensuring readiness for future development across the TTU System.

In its short 20-year history, the TTU System has emerged as a nationally acclaimed higher education system with one of the largest contiguous campuses in the nation. Having approximately 50,000 students across four separate universities, nearly 300,000 alumni and an endowment of over \$1.1 billion, the TTU System is positioned for continued prosperity. As the TTU System reaches a new level of maturity and its national prominence increases, a coordinated communications and marketing effort across the system is required to elevate its profile. At the same time, it is imperative that this strategy respect the unique traditions and successes of each component university.

Recently, the TTU System completed its largest and most successful fundraising campaign, *Vision & Tradition: The Campaign for Texas Tech*, raising more than \$1 billion and surpassing its goal nearly a year ahead of schedule. The TTU System also announced plans to establish a school of veterinary medicine and is pursuing options to develop additional professional programs. The incoming Vice Chancellor will be integral in creating a communications and marketing strategy to support the TTU System's growth and movement toward being an innovative and respected authority in the higher education landscape. The position's breadth is expansive and will provide the opportunity to serve as a chief thought partner to the Chancellor and his executive cabinet at this pivotal time in the TTU System's history.

The ideal candidate will possess the leadership skills to impact change across four component universities and the ability to function effectively across a highly complex higher education system model. She or he will display a high level of expertise in all areas of communications and marketing in addition to bringing best practices that will leverage existing strengths. An ability to forge strong relationships internally and externally is key, as is the aptitude to manage, inspire and empower the communications and marketing personnel in the TTU System and its component universities.



THE ORGANIZATION

TEXAS TECH UNIVERSITY SYSTEM

Formed in 1996 and officially established by the Texas Legislature in 1999, the TTU System has emerged as one of the top public university systems in Texas and is a dynamic and fast-growing force in higher education. The TTU System is composed of a central administration, two health-related institutions and two general academic institutions. The components of the TTU System are the Texas Tech University System Administration, Texas Tech University, Texas Tech University Health Sciences Center, Angelo State University and Texas Tech University Health Sciences Center El Paso.

Headquartered in Lubbock, Texas, the TTU System operates on more than a dozen campuses and academic sites throughout the state of Texas and internationally. The TTU System has locations statewide in Abilene, Amarillo, Dallas, El Paso, Fredericksburg, Highland Lakes, Junction, Lubbock, Midland, Odessa and San Angelo. Internationally, the TTU System has a location in Seville, Spain, and is developing an academic presence in Costa Rica.

Collectively, the TTU System has an annual operating budget of nearly \$2 billion and approximately 20,000 employees. The Chancellor, who serves as the Chief Executive Officer, is Robert L. Duncan.

SIGNIFICANT ACCOMPLISHMENTS

Focused on advancing higher education, health care, research and outreach, the TTU System has experienced an unprecedented period of growth and success in the last several years.

- The TTU System has doubled in size, growing from two to four universities, with the addition of Angelo State University in 2007 and the creation of Texas Tech University Health Sciences Center El Paso in 2013.
- The largest and most successful capital campaign in the history of the TTU System, *Vision & Tradition: The Campaign for Texas Tech*, surpassed its \$1 billion goal nearly a year ahead of schedule, totaling \$1.069 billion on August 31, 2013.
- The TTU System endowment was valued in excess of \$1.1 billion on August 31, 2015. Compared to all National Association of College and University Business Officers (NACUBO) reporting institutions, in FY2014 the TTU System endowment was the 77th largest in the U.S.
- Enrollment across the TTU System has increased 60 percent since 2003, totaling nearly 50,000 students in the fall of 2015.
- Research expenditures throughout the TTU System have tripled since 2003, averaging \$200 million for the past four years.
- The TTU System awarded more than 10,000 degrees in 2014, setting a record at the TTU System and increasing 90 percent since 2003.

STATE OF PROSPERITY

In addition to having a strong endowment and financial standing, the TTU System is prominently positioned in a state committed to investment in higher education. Under the leadership of Texas Governor Greg Abbott, the state of Texas has committed billions in new funding for higher education, one of only two states nationwide that is making significant investment in its colleges and universities.

In November 2015, Abbott announced the state's **60x30TX** higher education strategic plan to ensure 60 percent of Texas's 25- to 34-year-old workforce achieves a post-secondary education by the year 2030. Abbott has established the University Research Initiative, which allocates \$40 million to help Texas universities attract prestigious researchers and faculty, including a focus on Nobel laureates and National Academy members. Also during the 84th Legislative Session, Texas universities were provided access to more than \$3 billion in bonds to fund new construction for enrollment and research growth.

GOVERNANCE & MISSION

The TTU System is governed, controlled and directed by a nine-member Board of Regents who is appointed by the Governor and confirmed by the Texas Legislature. There also is a non-voting student regent who is appointed by the Governor. The Board of Regents approves all policies and budgets of the TTU System. The board also appoints the Chancellor of the TTU System.

The mission of the TTU System is to provide leadership and support services for its component institutions in the attainment of each component's individual mission, including raising funds, managing endowments, overseeing strategic planning and carrying out Board of Regents' rules and policies.

STRATEGIC PLAN

In 2009, the Board of Regents approved the TTU System strategic plan, ***Leading the Way: Vision 2020***, outlining aspired progress for its component universities through the year 2020. This strategic plan, which is reviewed and updated annually, charts the future of the TTU System and provides each institution with necessary guidance to ensure continued success in five priorities:

PRIORITY I: Increase Enrollment and Promote Student Success

We will grow and diversify our student population in order to improve higher education participation and supply a well-equipped, educated workforce for the state of Texas.

PRIORITY II: Strengthen Academic Quality and Reputation

We will attract and retain the best faculty in the country in order to enhance our teaching excellence and grow our number of nationally recognized programs.

PRIORITY III: Expand and Enhance Research and Creative Scholarship

We will significantly increase the amount of public and private research dollars in order to advance knowledge, improve the quality of life in our state and nation and enhance the state's economy and global competitiveness.

PRIORITY IV: Further Outreach and Engagement

We will expand our community outreach, promote higher education and continue to deliver quality, affordable health care to under-served Texans in order to improve our communities and enrich their quality of life.

PRIORITY V: Increase and Maximize Resources

We will increase funding for scholarships, professorships and world-class facilities and maximize those investments through more efficient operations in order to ensure affordability for students and accountability to the state of Texas.

Learn more about the TTU System's strategic plan:

www.texastech.edu/vision-and-progress/strategic-plan.php



Texas Tech University
www.ttu.edu



Angelo State University
www.angelo.edu

TTU SYSTEM ADMINISTRATION

The offices of the TTU System Administration provide central management and coordination of multiple services to assist the four component institutions in meeting the global challenges of today and the future.

Whether it is managing certain funds and endowments; carrying out the Board of Regents' rules and policies; constructing and renovating buildings; or shaping strategic plans, the TTU System Administration offers key insight and value to further higher education in the state.

The TTU System Administration includes:

- Academic Affairs
- Audit Services
- Board of Regents
- Office of the Chancellor
- Office of the Chief Financial Officer
- Communications & Marketing
- Equal Employment Opportunity
- Facilities Planning & Construction
- General Counsel
- Governmental Relations
- Information Technology
- Institutional Advancement
- Risk Management
- Treasury & Cash Management

OFFICE OF COMMUNICATIONS & MARKETING Texas Tech University System

Responsible for all communications and marketing efforts throughout the TTU System, the Office of Communications and Marketing consists of multiple staff who provide direct support for the Chancellor and the TTU System Administration and offices. The office also leads and coordinates communications and marketing efforts with the separate communications and marketing departments established at each component university.

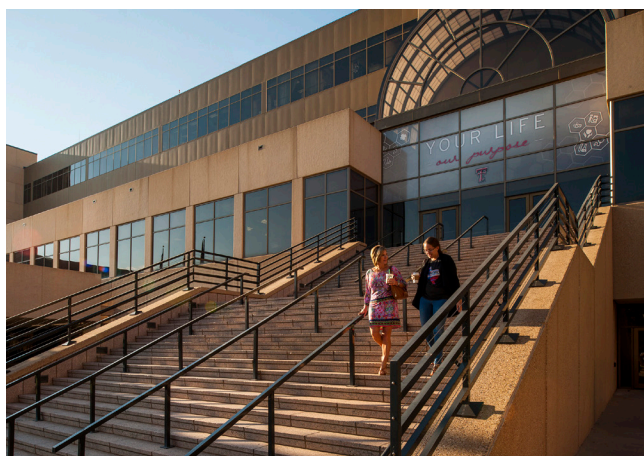
The office will be managed by the newly created Vice Chancellor for Communications and Marketing position. The new Vice Chancellor will hire and train a core group of direct reports to carry out the responsibilities of the office. The staff will work closely with other communications and marketing staff throughout the TTU System, specifically the office of Institutional Advancement at the TTU System, and the communications and marketing offices and various staff at all four component universities.

Learn more about the TTU System Administration:

www.texastech.edu/about.php



Texas Tech University Health Sciences Center El Paso
<http://elpaso.ttuhsu.edu/>



Texas Tech University Health Sciences Center
www.ttuhsu.edu



THE ROLE OF THE VICE CHANCELLOR

The Vice Chancellor for Communications and Marketing will report directly to the Chancellor and serve as a core member of the Chancellor's Cabinet, providing innovative leadership for the TTU System's communications and marketing activities. The Vice Chancellor oversees and serves as the system-wide expert related to all communications and marketing related activities, including but not limited to branding, crisis communications, graphic standards, advertising, media placement, news releases and conferences, annual reports, websites, newsletters and social media.

The Vice Chancellor will maintain close and collaborative working relationships with the Chancellor's Cabinet, university Presidents and other TTU System leadership, assisting them in guiding and maximizing all communications and marketing efforts. In addition, the Vice Chancellor should fully understand the needs and language of higher education professionals, while operating in a highly complex environment and moving toward a more sophisticated, strategic and best-practice communications and marketing model.

To achieve the ultimate level of success across the TTU System's component universities, the Vice Chancellor will cultivate a personal reputation as a strong and well-regarded leader and industry expert. Very early on, she or he is expected to develop a disciplined planning process designed to instill a sharp, strategic and cohesive mindset as it relates to primary areas in communications and marketing. The incoming leader must also recognize that each university or "client" comprising the TTU System requires a tailored and individualized approach that will be led on a day-to-day basis by the university's head of communications and marketing.

OPPORTUNITIES & EXPECTATIONS FOR LEADERSHIP

The incoming Vice Chancellor will be joining the leadership team during a dramatic and pivotal time in TTU System's history. She or he needs to bring a track record of leading a communications and marketing shop that is primed for and excited about unprecedented change and growth. She or he must be fearless in making tough decisions and possess a solutions-oriented mentality, navigating in a complex, yet highly collaborative system.

The Vice Chancellor's initial goal will be to ensure that the TTU System is well-positioned to:

- Advance its reputation as a national leader in education and research,
- Support the TTU System's growth and movement towards sustained philanthropy, and
- Effectively respond to crises situations.

QUALITIES & QUALIFICATIONS

The Vice Chancellor for Communications and Marketing serves on the TTU System leadership team, reporting directly to the Chancellor. This Vice Chancellor position is appointed by the Chancellor and oversees communications and marketing operations for the TTU System. She or he will work closely with policymakers, industry, public officials, media and component universities and campuses across the state to promote the TTU System's agenda for higher education.

Duties and Responsibilities

The Vice Chancellor has responsibility for overall communications, messaging, marketing and branding activity for the TTU System. The Vice Chancellor has system responsibilities for strategic communications, crisis communications, issues management, organizational context for decisions and fostering institutional trust. The position has primary responsibility of the TTU System communications program with unified themes and messaging that can be adapted to highlight the unique characteristics of each university. The plan will extend across all media and vehicles and appropriately support and advance philanthropic and identity- and revenue-enhancing goals and objectives of the TTU System.

The Vice Chancellor will work closely with the Chancellor's staff and the Chancellor's Cabinet to collaborate on the development and management of strategies to inform and influence public opinion. The Vice Chancellor will advocate for TTU System interests and build relations with other organizations and entities whose interests are similar or whose functions affect the TTU System. The Vice Chancellor will maintain strong relations with media executives and other opinion leaders. The Vice Chancellor oversees promotional activity, media contact, marketing, public relations and related activity for the TTU System Chancellor's office and Board of Regents, and will provide communications support for other system Vice Chancellors and their offices.

The Vice Chancellor will lead a team to create outstanding communications and marketing materials—magazines, websites and other media—that serve internal clients and foster external relations. She or he will ensure staff responsiveness, collaboration and willingness to problem solve with internal clients. She or he will ensure the entire TTU System community perceives the communications team as a welcoming, accessible partner able to effectively address opportunities and concerns.

Required Qualifications

Education: Minimum of bachelor's degree; advanced degree preferred.

Experience: Minimum 10 years of experience (15 years preferred) in higher education, communications and marketing, with a proven track record of progressively responsible positions required. The Vice Chancellor must have demonstrated experience consulting and advising senior-level executives. The job requires excellent oral, written and other communication skills; the ability to multi-task and to travel. He or she should be familiar with and able to implement the strategic use of new media to complement and enhance traditional communications channels.

The Vice Chancellor will exhibit qualities of emotional maturity, genuineness, self-confidence, common sense, judgment, fairness, creativity, discretion, decisiveness, diplomacy, tact, resiliency, adaptability, courage of convictions and tolerance for ambiguity.

Demonstrated behavioral expectations include:

- Unquestioned integrity and trustworthiness
- Commitment to the TTU System's mission and strategic plan, as well as missions and strategic plans for each university
- Ability to make good, consistent and fair decisions (based on fact and data)
- Ability to work with cross-functional teams and to foster teamwork



THE COMMUNITY

Lubbock is home to a vibrant community of approximately 240,000 residents. While remaining true to its rich agricultural heritage, the culture of the city is thriving and has developed into the economic and medical center of a 26-county region across the South Plains and Eastern New Mexico.

- In a study released in 2014, Lubbock was eighth of 20 cities ranked as best cities for quality of life based on factors such as work commute time, health insurance coverage and unemployment rate, with the TTU System being the largest employer in the region.
- *Newsweek* has ranked Lubbock High School as one of the top schools in the U.S. three years in a row for its unique International Baccalaureate program, which is offered K-12 for Lubbock ISD students.
- The Louise Hopkins Underwood Center for the Arts serves more than 300 artists and art organizations throughout the region and is the hub for Lubbock's First Friday Art Trail, which stretches across the downtown area showcasing galleries, restaurants and businesses. The Lubbock Symphony Orchestra, Ballet Lubbock and the Lubbock Chorale also thrive in the city, along with several musical theatre groups.
- The West Texas wine industry is emerging as a leader in the state with five award-winning wineries located in Lubbock.
- Lubbock has two private airports and an international airport, Lubbock Preston Smith International Airport, which boasts minimal wait times and four commercial passenger airlines.
- Lubbock is the resting place of Buddy Holly, and his musical spirit lives on through several live venues and music festivals that attract artists and fans from around the world. The United Supermarkets Arena at Texas Tech University has hosted concerts showcasing top entertainers such as George Strait, Taylor Swift, Paul McCartney, Elton John and many more.
- The National Ranching Heritage Center is an accumulation of West Texas history over the past several hundred years. The center has events year-round, group tours available and Christmas programs. Lubbock also holds The Museum of Texas Tech and The Silent Wings Museum, which tells the stories of a group of World War II pilots.
- Cotton remains the major crop of the region with 2-3 million bales of cotton produced annually in an area considered the largest contiguous cotton-growing region in the world.



PROCEDURE FOR CANDIDACY

All qualified candidates are requested to upload cover letter and résumé documents directly to the Texas Tech University System online career website.

<http://ow.ly/XqcGO>

Recruitment will continue until the position is filled.

For more information about the TTU System, please visit www.texastech.edu.



TEXAS TECH UNIVERSITY SYSTEM™

The intent of this job description is to provide a representative and level of the types of duties and responsibilities that will be required of positions given this title and shall not be construed as a declaration of the total of the specific duties and responsibilities of any particular position. Employees may be directed to perform job-related tasks other than those specifically presented in this description.

As an EEO/AA employer, the Texas Tech University System and its components will not discriminate in its employment practices based on an applicant's race, color, religion, sex, sexual orientation, gender identity, national origin, age, disability, genetic information or status as a protected veteran.

APPENDIX I



Robert L. Duncan **Chancellor of the Texas Tech University System**

Robert L. Duncan became the fourth chancellor of the Texas Tech University System on July 7, 2014.

As chancellor, Duncan is the Chief Executive Officer of the Texas Tech University System, which includes four component institutions—Texas Tech University, Texas Tech University Health Sciences Center, Angelo State University and Texas Tech University Health Sciences Center El Paso. He is focused on providing each university with the resources and leadership needed to ensure the academic and research success. As part of his leadership, the chancellor also works in both Austin and Washington, D.C. to increase funding for all system institutions.

Before becoming chancellor, Duncan served in the Texas Legislature for more than two decades. He was elected to District 84 in the Texas House of Representatives in 1992. In 1996, he won a special election to the Texas Senate, where he served until resigning to become Chancellor. During his time in the Legislature, Duncan was a champion for higher education, crafting programs such as the National Research University Fund and the Texas Research Incentive Program, among others.

While representing District 28 as State Senator, Duncan crafted major legislation impacting Texans and served on three of the Senate's most powerful committees—Finance, State Affairs and Budget Conference. He served as president pro tempore of the Texas Senate during the 81st Legislative Session and served as a member of the Senate Committee on Higher Education, the Education Committee and the Natural Resources Committee. He was widely recognized as a leader in the Texas Legislature. *Texas Monthly* magazine named Duncan to its 'Ten Best List' more times than any other member of the legislature.

Duncan also was a law partner at Crenshaw, Dupree and Milam in Lubbock for more than 25 years. He advised clients in insurance law and commercial litigation, among many others areas of his legal practice, and remains "of counsel" for the law firm.

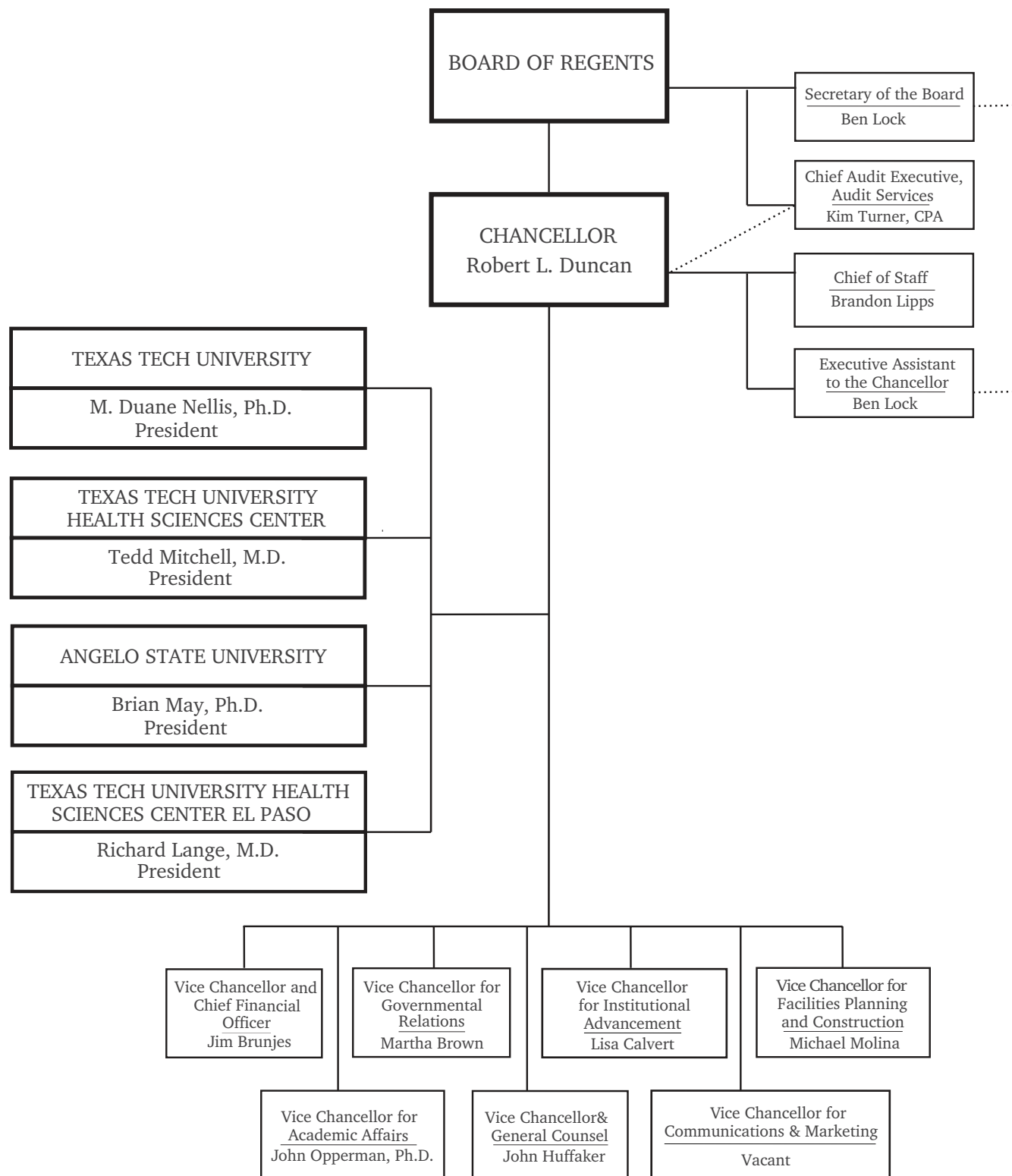
Duncan is a lifelong West Texan. He was raised in Vernon, Texas. He is the only son of five children born to Frank L. Duncan and Robena Formby Duncan. Duncan and his family have a rich heritage with Texas Tech University. His uncle, Marshall Formby, and cousin, Clint Formby, both served on the Texas Tech Board of Regents.

Duncan received his bachelor's degree in agricultural economics from Texas Tech University in 1976. While completing his undergraduate degree, he served as the student body president. Duncan received his doctorate of jurisprudence from the Texas Tech University School of Law in 1981.

Duncan has two children. His daughter, Lindsey Pike, is a public school teacher and counselor, and is married to Wes Pike. His son, Matthew Duncan, is a food distribution sales representative. Chancellor Duncan is married to Terri Duncan. Mrs. Duncan also has two children, Justin Patterson and Clayton Patterson. All the children are Texas Tech University graduates.

APPENDIX II

Texas Tech University System Executive Leadership



As of Jan. 2016