



## **Vice President for Research and Innovation**

The University of California (UC) invites applications and nominations for the newly created position of Vice President for Research and Innovation (VP-R&I). In leading the re-structured Office of Research and Innovation, the VP-R&I will serve as an influential partner amongst a wide range of UC stakeholders dedicated to advancing the University's pre-eminence in research and innovation. In doing so, the VP-R&I will have the uniquely profound opportunity to develop new and enhance existing relationships among UC entities to further leverage the University's world-class strength in research on behalf of California, the nation, and the world.

### **The University of California**

The University of California opened its doors in 1869 with just 10 faculty members and 38 students. Today, UC is home to more than 238,000 students, over 190,000 faculty and staff, and 1.7 million alumni living and working around the world. UC is comprised 10 campuses ([UC Berkeley](#), [UC Davis](#), [UC Irvine](#), [UCLA](#), [UC Merced](#), [UC Riverside](#), [UC San Diego](#), [UC San Francisco](#), [UC Santa Barbara](#), [UC Santa Cruz](#)), five medical centers ([UC Davis](#), [UC Irvine](#), [UCLA](#), [UC San Diego](#), [UC San Francisco](#)), and three affiliated national laboratories ([Lawrence Berkeley](#), [Lawrence Livermore](#), [Los Alamos](#)).

UC campuses are routinely ranked among the best in the world, but their reach extends beyond campus borders. UC students, faculty, staff and alumni exchange ideas, make advancements and unlock the secrets and mysteries of the universe every day. They engage with their local governments, serve California schools, protect the environment and push the boundaries of space. UC undergraduates come from all over California, and they work hard to make it to college. In fact, over 40 percent of UC students come from low-income families. UC's faculty are the drivers behind innovations in biotechnology, computer science, art and architecture — and they bring that knowledge, that greatness, directly to the classroom.

Thousands of California jobs, billions of dollars in revenues, and countless everyday household items — from more plentiful fruits and vegetables to compact fluorescent light bulbs — can be traced back to UC discoveries. Similarly, many of the state's leading businesses are based on UC technology, founded by UC faculty or led by UC graduates. For more information about the University of California, please visit <https://www.universityofcalifornia.edu/>.

### **The UC Office of the President**

The UC Office of the President (UCOP) is located in Oakland, CA and serves as the headquarters for UC. UCOP coordinates activities that allow a complex and unique system to operate efficiently as one university, furthering its public interest, academic, and research missions, allowing campuses to capture the savings and efficiencies that come from centralized operations—overseeing the UC system's annual \$29 billion budget, as well as \$100 billion in investments for various funds, including endowment and pension. UCOP supports the University's triumvirate missions of teaching, research, and public service and serves its

campuses and students as the University's central hub for maintaining the University's business operations and finances through the management of systemwide funding and programs.

UCOP also oversees the five public medical centers that serve one million patients each year. The medical centers also provide significant unreimbursed care — \$440 million systemwide last year. UC operates the largest health sciences training program and educates nearly half of all medical students in California. The UC Merced San Joaquin Valley PRIME initiative increases diversity in the medical profession and helps remedy the uneven distribution of physicians in California. For more information about UCOP, please visit <https://www.ucop.edu/>.

Within the Office of the President, the Division of Academic Affairs provides leadership and services that animate and enable the UC system to realize its true strength and potential in its contributions to the well-being of California, the nation and the world. Organized around the vision of UC as a pre-eminent land grant public research university, Academic Affairs provides a variety of central services that are most efficiently done systemwide and/or ensure systemwide coherence. These include academic employment policy; undergraduate admissions policy and processing; university-wide institutional research and accountability; student conduct policy; centralized digital library collections and services; systemwide outreach to K-12 and community college students to help them prepare for baccalaureate degrees; teacher education policy and professional development; and research policy.

As an organization, Academic Affairs seeks to create, reflect and maintain a diverse, productive, equitable and inclusive community committed to the University of California's academic mission and to its core values: integrity in its work, respect for one another, accountability for its public resources, and excellence in its service to the University and to the State.

### **Research at the University of California**

Research at the University of California is conducted by some of the world's best researchers and brightest students in hundreds of disciplines at its campuses, national laboratories, medical centers and other research facilities around the State. UC's research prowess is reflected in the numerous honors and awards earned by faculty, along with its ability to attract an outsized share of research funding. UC is the nation's pre-eminent academic research system, performing nearly one-tenth of the nation's academic research. UC provides a unique environment in which leading scholars and promising students strive together to expand fundamental knowledge of human nature, society, and the natural world. Its basic research programs yield a multitude of benefits for California: billions of tax dollars, economic growth through the creation of new products, technologies, jobs, companies and even new industries, agricultural productivity, advances in health care, and improvements in the quality of life. UC's research has been vital in the establishment of the Internet and the semiconductor, software and biotechnology industries in California, making substantial economic and social contributions.

The University of California spends \$4.5 billion on research activities annually, with approximately \$2.1 billion from federal sources and another \$700 million from other sources outside the state. These funds create jobs and are spent on goods and services across the state that support research. UC research funds support nearly 27,500 full-time employees who live throughout California and UC research activity also spurs strong economic hubs around UC campuses. Over the past two decades, UC has secured more licensable patents than any other U.S. research university. Since 1976, over 1,000 start-up companies have been founded around UC inventions, with about 85 percent based in California. UC researchers submit, on average, five new inventions a day in many diverse areas, including agriculture, technology, biotech, and

clean energy, leading to more than 550 U.S. patents issued in fiscal year 2017 alone. As examples illustrating this impact, UC research:

- removed the salts from alkaline soils in the Central Valley to produce the world's most productive farming region, moving California from 27th in the country to a leader in state agricultural production;
- transformed AIDS from a terminal illness to a survivable condition, and produced discoveries to treat other critical health care needs like breast cancer, Alzheimer's, and other diseases;
- launched the Internet and spurred the information technology, biotech, and entertainment industries.

In addition, UC currently manages over 2,300 technology licenses. As of 2017, there were over 1,300 active technology licenses granted to more than 600 separate California companies. Clearly, UC research has helped California become the fifth-largest economy in the world.

### **Innovation and Entrepreneurship at UC**

With a rich history in innovation and entrepreneurship (I&E), UC has helped launch iconic industries and businesses in California in fields such as semiconductors, biotechnology, digital media, and aerospace. The University has served as a powerful engine in making California a global leader in innovation and I&E activities are flourishing on UC campuses. Across the system, there are currently 43 incubators/accelerators, numerous competitions, entrepreneurial training academies, and boot camps. Through assistance from California Assembly Bill 2664, UC's campus entrepreneurial ecosystems have been strengthened: Each campus has built infrastructure and provides services for entrepreneurs and startups including physical incubator and laboratory space, proof-of-concept funding, education, mentoring, events, and corporate partnerships. Each campus now offers support through the startup stages of discovery, validation, commercialization, and scaled growth.

As a result of UC's deliberate efforts in promoting a culture of I&E, five of UC's campuses made the 2018 TechCrunch list of top U.S. public universities ranked by numbers of graduating startup founders who raised at least \$1 million in venture investment funding, with UC Berkeley and UCLA in the top one and two positions, respectively. Moreover, a 2017 data compilation by Statistica shows that the UC system ranks third as the alma mater of alumni founders of 'unicorn' startups, a term used to describe a privately held startup company valued at over \$1 billion. Innovation and entrepreneurship are thriving on UC's campuses and the "startup culture" is now embedded in the fabric of UC campus communities.

### **The Office of Research and Innovation**

Housed within the Division of Academic Affairs, the Office of Research and Innovation seeks to enhance UC's ability to create and translate the cutting edge of scholarship for the benefit of California and the world. The Office of Research and Innovation is a partner with UC's campuses, pushing the frontiers of knowledge and education, and gives UC's scholars and students a competitive edge by supporting key multicampus collaborations that facilitate discovery, training, and real-world applications that benefit California and beyond. The Office facilitates, accelerates and supports campus-led partnerships, broadens scholarly opportunities for UC's students, postdoctoral fellows, academic staff, and faculty, and enhances UC's global stature.

The Office of the President (UCOP) provides resources and expertise as part of systemwide connective tissue that links the campuses with industry, investors, philanthropists and

government entities. UC's entrepreneurs, campuses, and industry partners are the key stakeholders served by providing increased access to funding, mentorship, potential customers, and new sources of talent; better coordination of inter-and intra-campus innovation and entrepreneurship (I&E) activities; increased access to investors; more cross-campus engagement of alumni entrepreneurs, who contribute to the growth of UC's expansive innovation ecosystems; and a conduit to connect external partners with domain experts, researchers, entrepreneurs, and startup companies developed by UC students, alumni, and faculty/staff.

By orchestrating a coordinated effort to move groundbreaking research and discovery out of the laboratory and into the marketplace, the Office will play a key role in advancing UC's position as a leading institution for university innovation. The Office is uniquely positioned to add value to the existing vibrant campus I&E ecosystems by facilitating coordination across UC campuses, engagement with alumni, corporations and early-stage startup funders, and elevation of UC's national and international visibility and impact associated with I&E.

The Office works closely with systemwide stakeholders such as the Council of Vice Chancellors for Research, and the University Committee on Research Policy, and draws on experts from across UC and the State of California to plan and implement initiatives and programs. The Office provides advice and guidance to campuses, fosters a systemwide perspective and supportive community, and coordinates action as needed to address issues that have the potential to affect research at all UC campuses.

The Office is led by the Vice President for Research and Innovation and is organized into five units:

- The [Research Grants Program Office](#), which provides funding for UC research programs as well as grant and financial administration for state-funded research programs;
- The [Natural Reserve System](#), which manages a network of 41 protected natural areas throughout California, which are used for university-level teaching, research and public service;
- The [Research Policy Analysis and Coordination](#) unit, which helps scholars and administrators from across UC access and understand the many laws, regulations, and policies that apply to research at UC campuses and laboratories, and coordinates systemwide work on new policies and key issues that affect research, research administration and compliance;
- The [Knowledge Transfer Office](#), which supports UC campuses in technology transfer operations. This group provides information systems, financial management, patent prosecution and intellectual property management services to all UC campuses; and
- The [Innovation and Entrepreneurship](#) unit works to increase UC's innovation capabilities and to create new opportunities for the UC community. It supports campus programs and forges alliances with the government, private and philanthropic sectors to promote public benefit and economic growth.

In addition, the VP-R&I's Immediate Office provides leadership and operational support for programs and initiatives, as well as data and analysis on the research performance, strengths, impact and contributions of UC.

### **Position Summary**

The Vice President for Research and Innovation is a transformational senior leader in the UC Office of the President, represents UC research in national leadership roles, and builds awareness of the public impact and economic value of the diversified UC research efforts at the state, national, and international levels. The VP-R&I has an inclusive, empowering leadership style and a future-oriented perspective built from critical insight and analysis of state, national, and international trends. The VP-R&I is a valued and valuable partner for the UC President and Provost in all efforts pertinent to supporting and advancing UC's research mission – to ever-increasing benefit to Californians and the world. Partnering with key leaders across the system, the VP-R&I works to bring together people and resources from across UC campuses and partner institutions around the world: to organize around common challenges and opportunities; advocate for research needs, policies, and resources; and maximize the effectiveness and impact of research across the University of California and the state.

With deep understanding of UC's strengths and aspirations and of the individuality of UC's campuses, national laboratories, medical centers, and the Office of the President's division of Agriculture and Natural Resources (ANR), the VP-R&I collaborates with campus leaders to build and support world class, innovative programs, services, and facilities for research and knowledge transfer between academia and the non-academic community. The VP-R&I will lead collaborative efforts to generate statewide and systemwide funding and innovations in helping the University fulfill its responsibilities under The Master Plan for Higher Education in California (1960) as "the primary state-supported academic agency for research." The VP-R&I supports campus, national laboratory, ANR, and medical center research leaders in their creative efforts to: nurture campus research; build mechanisms for enhanced success; cultivate community and global engagements; and encourage efficiency and sustainable innovation in both research and knowledge transfer programs.

Moreover, in developing a keen knowledge of UC's research infrastructure and capabilities, the VP-R&I will serve as a staunch advocate for the University of California with California's state government and in Washington, D.C. on all matters related to research and innovation. The VP-R&I will be a highly visible leader in the discussion surrounding UC's efforts to best leverage its resources in addressing current and future challenges including cutting-edge research regulations, addressing foreign influence threats, and other significant issues facing California and the nation.

### **Duties and Responsibilities**

Reporting to the UC Provost, the VP-R&I is responsible for an organization with nearly 100 FTE and an annual budget of several hundred million dollars, the majority of which is state funding for research programs. The VP-R&I manages a variety of systemwide and statewide programs through the Research Grants Program Office; and creates, revises, curates, interprets, and assesses application of internal and external research policy through the Research Policy Analysis and Coordination unit. The Office of Research and Innovation recently established a Knowledge Transfer Office that carries out a variety of patent-related processes such as patent tracking, accounting and business services; there is the potential through this unit to build new opportunities for UC scholars to engage in professional service with various external partners. The VP-R&I supports Multicampus Research Units (MRUs) and a variety of systemwide resources including astronomical observatories. The Office of Research and Innovation's Natural Reserve System (NRS) unit provides unified stewardship of the 41 ecologically distinct sites comprising the NRS. The VP-R&I undertakes special projects, including identifying funding opportunities to develop new directions in research and knowledge transfer and to provide the information base needed to advocate for funds and other resources for research and knowledge

transfer at OP and at both state and federal levels. The VP-R&I promotes diversity and inclusive environments in all areas of activity. The Office of Research and Innovation provides research analytics services to UCOP and to the campuses, including evaluation of and facilitation for international research collaborations.

The VP-R&I works closely with the UC President and Provost to envision and carry out special initiatives for research and knowledge transfer. This includes providing comment on state and federal legislation and initiatives that will affect research at the University of California. The VP-R&I draws on assets in other parts of UCOP including, but not limited to, Government Relations, Public Affairs, UC Health, External Communications and Relations, and Office of the General Counsel, as well as assets on the campuses, medical centers, national laboratories, and ANR to work with the campuses to advance UC's research agenda. The VP-R&I works closely with the Vice Chancellors for Research and knowledge transfer leaders, meets regularly with them, and provides staff support to the designated conveners for their systemwide meetings. The VP-R&I meets regularly with the Academic Senate's University Committee on Research Policy (UCORP), University Committee on Planning and Budget (UCPB), the Academic Council's Special Committee on Laboratory Issues (ACSCOLI), the Council of Executive Vice Chancellors, and other bodies, both internal and external to the University.

### **Opportunities and Challenges**

The University of California is world-renowned for its diverse array of scholarly research across the humanities, social sciences, arts, and STEM fields and its contributions in these areas. As such, the VP-R&I has the potential to drive the success of UC's research enterprise through developing and implementing unique, systemwide research and innovation initiatives and programs in partnership with campus, state, industry, and federal stakeholders. These opportunities are often positioned across multidisciplinary fields with potential for wide-ranging impact, addressing issues throughout California, the nation, and the world. These issues include, but are not limited to: climate science, drought and fire prevention and mitigation, urban infrastructure resiliency, inequality, biomedical ethics, foreign influence and intellectual property, building new economic sectors for our future economy, disease prevention and treatment, healthy aging, and many more. Ultimately, the VP-R&I should serve as one of UC's most effective advocates for continued investment in UC's research and innovation infrastructure, which is essential to sustaining and nurturing UC's research enterprise and its beneficial impact on our knowledge- and innovation-driven economy.

In addition, UC's next Vice President for Research and Innovation will provide leadership in a number of critical areas including, but not limited to:

- **Providing Visionary Leadership** – As the UC's new VP-R&I, the successful candidate will play an integral role in partnering with each of the UC's campuses and research units to clearly align their respective strengths with UC research priorities. The VP-R&I will have the opportunity to serve as a thought leader within UC and catalyst for new, exciting ideas for how UC research can continue to increase its contributions and impact—capitalizing on their unique vantage point at the system level to set the UC's direction in addressing local, national, and global issues.
- **Serve as a Passionate Advocate and Effective Spokesperson** – The VP-R&I will serve as a champion for UC's research endeavors and must be a skilled and articulate communicator with the ability to translate information and data from an expansive organization into a compelling narrative that will inspire internal and external stakeholders including the UC Board of Regents, state and federal legislators, not-for-

profit organizations, governmental agencies, and private industry. The VP-R&I will be a highly visible leader and influential voice within UC.

- **Collaborating with UC's Campuses and Research Units** – The VP-R&I must employ a collegial and collaborative approach in learning about each of UC's entities to understand their unique characteristics, strengths, and successes. The VP-R&I will also identify opportunities to enhance UC policies and processes and leverage resources to remove barriers to progress while enhancing the integrity and productivity of UC's research infrastructure. Each of the UC's research units possesses a distinctive research identity and footprint and the VP-R&I will lead an organization that takes into account their different needs and supports them accordingly to best capitalize on their existing momentum.
- **Leveraging Resources to Promote Collaboration** – The VP-R&I will assess and re-vision the use of UC resources housed at the UC Office of the President to enhance collaboration and partnerships. As part of UC, the VP-R&I will have access to a cutting-edge research and IT infrastructure and must seize the opportunity to promote collaboration by leveraging this world-class network to remove obstacles presented by time and distance; thereby fostering an environment for growth in this area by increasing the efficiency and productivity of partnerships across UC.
- **Fostering Innovation** – The VP-R&I will work with campuses to strengthen UC's position as a leading institution for university innovation and entrepreneurship. The VP-R&I will facilitate collaborative engagement across the campuses and with new industry partners, with a particular focus on multicampus innovation and entrepreneurship initiatives. The VP-R&I will also work with the campuses to effectively manage UC's intellectual property assets and to increase funding for campuses to support the development of early-stage ventures. It will also be important to facilitate engagement of alumni entrepreneurs.

### **Qualities and Characteristics**

In promoting UC's commitment to its mission of improving the lives of California's citizens, the VP-R&I must possess the following qualities and characteristics:

- An inclusive and forward-looking leadership style that values shared governance and collaboration in an environment that has historically embraced autonomy and a strong competitive spirit; the ability to lead through influence and persuasion;
- A deep understanding and appreciation of higher education and a commitment to enhancing the societal impact of UC's research;
- A commitment to increased effectiveness through a process of continual assessment and accountability;
- Political acumen coupled with the ability to communicate complex information to audiences with varying degrees of scientific understanding and sophistication;
- The ability to play a pivotal and high-profile role within UC, the State of California, and the nation, highlighting the economic and intellectual contributions of the research enterprise;
- Experience building and fostering close relationships with industry, partner universities, and federal funding agencies in Washington D.C.;
- The ability to strengthen existing relationships and developing new partnerships that result in a coherent network of productive and mutually enriching collaborations;

- The ability to promote and strengthen the UC's identity by fostering a shared sense of mission and vision among all components of the UC research enterprise;
- Experience serving as a passionate and energetic spokesperson who can engage and excite others about the vision and trajectory of UC research;
- A data-driven approach to decision-making that will employ performance metrics to strategically guide and support the steps necessary for UC to achieve its research goals;
- The insight to successfully lead, manage, and navigate the current and future issues impacting the research landscape across UC;
- An exceptional listener who will dedicate the time necessary to learn about the unique qualities, successes, and challenges impacting each UC campus and research unit;
- A commitment to equity, diversity and inclusion in the research enterprise.

### **Qualifications**

The VP-R&I will have excelled as a scholar and possess a nationally recognized research reputation and demonstrated success in garnering research support and generating knowledge transfer at the institutional level. The VP-R&I will also demonstrate a successful track record as a senior academic leader responsible for a major academic unit of any type. However, while exceptional academic research administration experience is preferred, the University of California also welcomes and encourages candidates who have achieved noteworthy success in other complex, decentralized, and research-focused environments where success is achieved through partnership and collaboration to apply (e.g., private industry, national laboratories, government agencies, etc.). In addition, the VP-R&I will also have:

- A scholarly PhD or equivalent;
- Current or prior demonstrated success as a faculty member or researcher at a major research university;
- Strong staff management skills and demonstrative success in program leadership;
- A demonstrated commitment to enhancing a diverse faculty, researchers, and staff and to providing an inclusive environment for all members of the UC community; the ability and desire to increase intellectual diversity within the UC community through their efforts;
- Deep knowledge of and appreciation for the University's full range of research, scholarship, and other creative activity and how it makes positive contributions to society;
- An understanding and appreciation for the relationship between research and entrepreneurship; the ability to unify diverse stakeholder groups in fostering an environment that promotes effective strategies and partnerships geared toward innovation;
- Excellent written and verbal communication and organizational skills;
- Vision and initiative;
- The ability to adapt and the flexibility to work productively with a wide range of people and perspectives.

### **Application and Nomination Process**

The Search Committee will begin reviewing applications immediately and will continue to accept applications and nominations until the position is filled. Applicants must submit a current curriculum vitae and a letter of interest describing relevant experience. Submission of materials via e-mail is strongly encouraged. Nomination letters should include the name, position, address and telephone number of the nominee. All nominations and applications will be handled in

confidence. Applications will remain confidential until the selection of the finalists, whose names and application materials will be made public.

Applications and letters of nomination should be submitted to:



**Alberto Pimentel**, Managing Partner  
Storbeck/Pimentel & Associates  
6512 Painter Avenue  
Whittier, CA 90601  
Email: [apsearch@storbeckpimentel.com](mailto:apsearch@storbeckpimentel.com)  
Refer to code "**UCOP-VP-R&I**" in subject line

*The University of California is an Affirmative Action/Equal Opportunity Employer with a strong institutional commitment to the achievement of diversity. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, disability, age or protected veteran status. For the complete University of California nondiscrimination and affirmative action policy see: <http://policy.ucop.edu/doc/4000376/NondiscrimAffirmAct>*

*This position is a sensitive position and is subject to a criminal background check.*