

# NATIONAL SEARCH PROSPECTUS

**Vice Chancellor for Research, Innovation, &  
Economic Development**



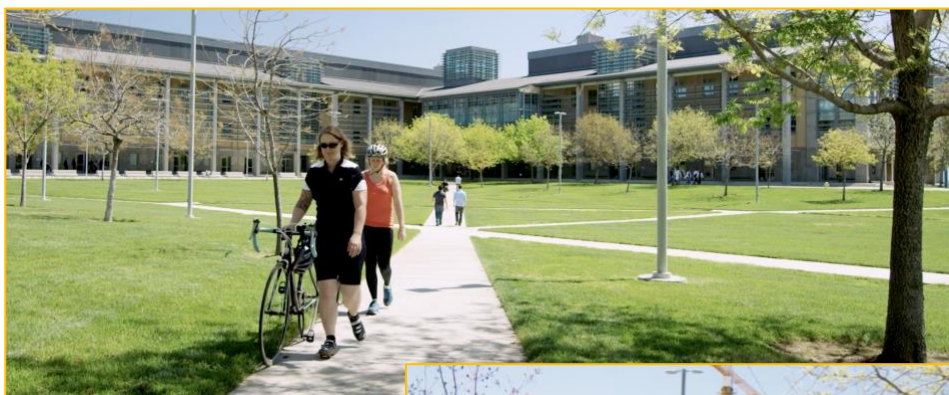
UNIVERSITY OF CALIFORNIA  
**MERCED**

# THE OPPORTUNITY - SUMMARY

The University of California, Merced (UC Merced) seeks a visionary leader as their Vice Chancellor for Research, Innovation, and Economic Development (VCR). The successful candidate will be a skilled, entrepreneurial, and astute administrator who brings significant experience in leadership, prioritization, and collaboration in a complex, interdisciplinary research environment. They will bring a strong understanding of the national funding landscape including federal, foundation, and industry support, as well as broad knowledge of research policy and compliance, including current opportunities and challenges. They will also bring an academic record appropriate for appointment as a tenured member of the faculty at UC Merced.

The overarching mandate for the next vice chancellor for research is to help lead the campus to [R1 Carnegie Classification](#) by 2030, and then to [AAU](#) membership and beyond. In keeping with the campus' [Strategic Plan](#) for advancing research, academic excellence, enrollment growth, and diversity, the VCR will dramatically increase research expenditures by developing an organization and culture that brings together researchers from all parts of the campus, and by supporting, incentivizing, and identifying areas for growth, distinction, and impact. In order to do so, the VCR as the head of the Office of Research must develop a vision and strategy that is informed by national trends in federal funding and the UC system's AAU culture, as well as UCM's existing and future interdisciplinary areas of excellence. They should also have the ability to identify new research partnerships with industry in the region and throughout the nation, as well as other external partners.

UC Merced achieved [R2 Carnegie Classification](#) after only 11 years in existence as a university, and it is by far the youngest university to achieve this status. It remains on a steep trajectory of research growth. To further infuse and deepen this culture of research and doctoral production commensurate with an R1/AAU trajectory, the VCR must work closely with the Provost/Executive Vice Chancellor and Deans to eradicate barriers to research productivity, expand support for large proposal initiatives, encourage development of Centers of Science, Technology, and Engineering Excellence, and help pave the way for UC Merced's future medical school and medical research.



# THE ROLE & RESPONSIBILITIES

Reporting to the Chancellor and working in close collaboration with the Provost/Executive Vice Chancellor, the Vice Chancellor for Research, Innovation and Economic Development and Chief Research Officer provides the dynamic leadership and vision necessary to assure effective and strategic management of the campus research enterprise. In the capacity of chief research executive for the university the incumbent works closely with other senior campus academic and administrative leaders to strengthen the research excellence and infrastructure of the campus and to expand the campus' capacity for innovative, multidisciplinary and large-scale programs in support of UC Merced's academic mission of teaching, research, and public service. At the system level, the VCR is part of the UC systemwide research leadership team, along with the other nine campuses, three UC- affiliated national laboratories, Agriculture & Natural Resources, and UC Health.

The VCR is the lead research administrator, responsible for overseeing the campus research enterprise with responsibility for policymaking; research support; compliance; and outreach and advocacy to government, industry, fledgling businesses, and other research enterprises.

Among other duties, the VCR:

- Provides a broad vision and executive leadership for campus-wide research policy, planning, initiatives, coordination, and compliance. Promotes the highest standards of research excellence.
- Facilitates the proposal preparation and award management processes for UCM's extramural research and successfully identifies and increases external financial support for research activities and infrastructure.
- Works with Deans, Department Chairs, and Directors of Organized Research Units and Research Centers to enhance research collaboration and innovation across the campus, system, and with external partners.
- Provides leadership in support of development of major, interdisciplinary proposals sponsored by NIH, DoE, NSF, and other major extramural research sponsors which complement the campus research vision.
- Provides faculty development for early career faculty new to grant writing.
- Provides financial and administrative support for the Institutional Review Board (IRB) and Institutional Animal Care and Use Committee (IACUC) and monitors human subjects and animal research compliance programs for the campus.
- Promotes a culture of scientific integrity and research compliance and oversees administration of the research compliance program at UC Merced, ensuring compliance with all federal regulations for research activities.
- Oversees institutional research support including the indirect cost return program and other related programs.
- Promotes research that is embedded in the community, partnering with community members to uplift the community.
- Supports and has oversight of the campus research Core Facilities and their instruments, including operations of the Biosafety Laboratory Level 3 (BSL-3), the Natural Reserve System (NRS), and the Experimental Smart Farm.
- Collaborates with the Center for Institutional Effectiveness and Information Technology to develop research informatics that can inform strategy to help grow the research culture at UC Merced.
- Inspires and manages a diverse portfolio of innovation and economic development activities in coordination with the region, state, and other external partners, via technology transfer,





commercialization of intellectual property, entrepreneurship, and affiliations with established companies and other industry partners. Takes advantage of the incredible opportunity to impact economic development and strengthen a regional innovation ecosystem in the San Joaquin Valley and beyond through smart agriculture, climate research, medical and health research, and other signature research arenas.

- Oversees the negotiation and administration of faculty research invention disclosures, patent applications, licensing agreements, secrecy agreements, material transfer agreements, and other intellectual property issues.
- Advances the research mission through support services and resources and by fostering partnerships and collaborations with the national laboratories, government, industry, and other research enterprises. Communicates to the general public and state, national and international decision makers the possibilities created by UC Merced research in advancing efforts to enhance the quality of life regionally, nationally and internationally.
- Represents the campus in matters related to research and economic development among federal and state agencies, governments, industry, foundations, other universities and research laboratories, UC campuses, and the UC Office of the President.
- Is the campus Research Integrity Officer and the Institutional Official for purposes of IRB, IACUC, and other research certifications.
- Is administratively and fiscally responsible for the campus's Organized Research Units and campus-wide Research Centers.
- Is responsible for building and leading an exceptional administrative team that works collaboratively with campus leadership and faculty to advance key research initiatives and translation of research into knowledge and technology of significant public benefit.
- Provides oversight for the following Offices:
  - Sponsored Projects
  - Contracts & Grants Administration
  - Research Compliance & Integrity
  - Research Development
  - Technology, Innovation, & Industry Relations
  - Small Business Development Center
  - Campus Veterinarian
  - Campus Core Facilities, BSL-3, Experimental Smart Farm, and Natural Reserve
  - Organized Research Units
  - Environmental Health and Safety

- Is an accomplished scholar, committed to the highest standards of academic and research excellence.
- Builds upon current institutional strengths, leads in identifying new and innovative opportunities for research and economic development, and advances the mission of and reputation of UC Merced nationally and internationally.
- Oversees the division's operating budget, allocating resources to advance the mission of the university.
- Develops and maintains multi-year strategic plans that address challenges and opportunities and determine future directions consistent with the University mission and larger campus Strategic Plan.
- Facilitates implementation strategies and monitors and measures research data that inform progress towards goals and accomplishments.
- Develops and promotes the training and professional development for the research division staff, as well as long-term succession plans for the division.
- Leads and supports an environment of diversity, equity, and inclusion at all levels of the organization.
- Aggressively identifies opportunities for growth in signature areas including smart agriculture, climate resilience, medical research, and alternative energy.
- Advises the Chancellor and Provost/Executive Vice Chancellor with regard to long range planning and development of administrative programs, organizations, and structures that support the campus teaching, research, and public service missions.
- Will lead an aggressive campus effort to reach Carnegie Research Very High (R1) classification in the next decade.
- Serves on the Chancellor's Cabinet and represents UCM on the UC Council of Vice Chancellors of Research meetings and other system-wide and external committees on research and economic development as requested.
- Collaborates with campus leadership and faculty to develop cross-disciplinary research efforts and increase extramural funding.



# QUALIFICATIONS & KEY ATTRIBUTES

## Qualifications & Experience

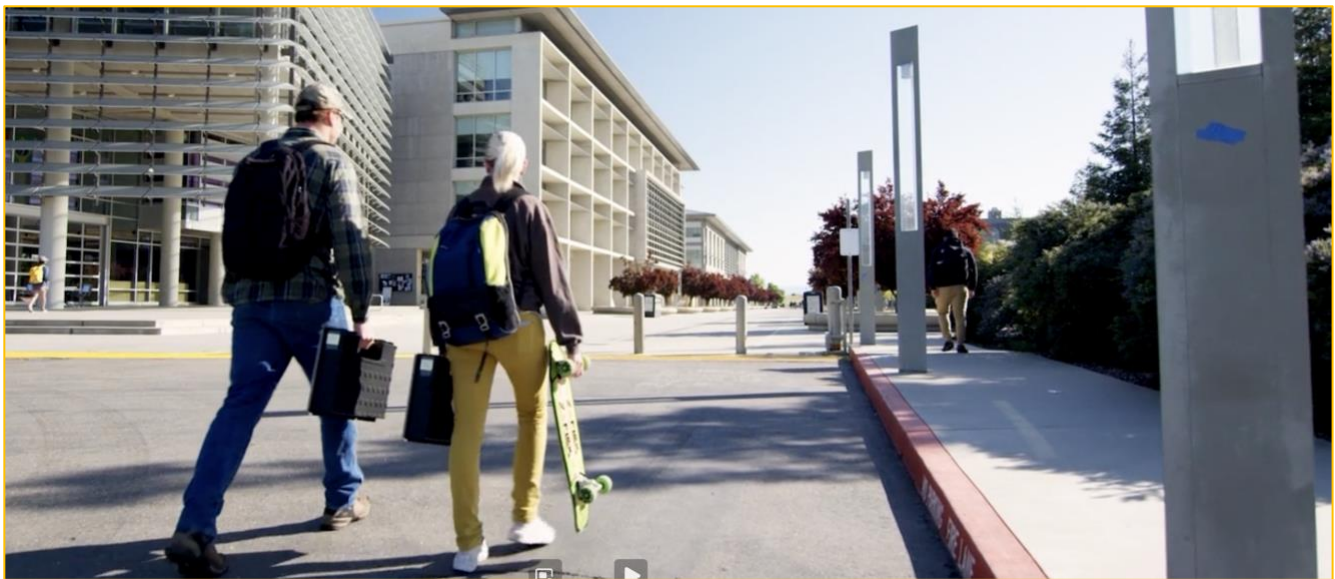
- National or international distinction as a researcher and educator, with a scholarly and teaching record appropriate for a position as full professor in the University of California.
- Successful and progressively responsible administrative roles.
- Significant leadership experience in research and grant administration; significant experience in the development of cross-disciplinary research ventures; and demonstrated experience with interpreting and managing complex agreements and authoring successful extramural research initiatives.
- Demonstrated ability to bring together diverse internal and external stakeholders to pursue new large-scale opportunities and to encourage and facilitate efforts that hold the promise of generating meaningful societal impact. An advanced understanding of the diverse forms of research and scholarship conducted at a highly research-intensive university and land-grant institution, and an informed perspective about federally sponsored programs, intellectual property, technology transfer and commercialization in the university environment.
- Excellent communication skills with a demonstrated ability to listen to a variety of constituent groups, synthesize input, make decisions, and share information broadly to build consensus and support for action. Demonstrated ability to maintain close working relationships and seek input from UCM academic and administrative leaders to understand and support their research needs.
- Knowledge and understanding of federal regulations and research compliance policies, procedures, and requirements. The ability to foster research while maintaining the highest integrity and commitment to compliant research activities.
- Ability to transform and elevate the research enterprise at UC Merced, stimulate new research directions, promote existing resources to the best advantage, rapidly increase total research expenditures, and build for the future.
- Ability to catalyze and foster economic development activities and a regional innovation ecosystem in the San Joaquin Valley.
- Demonstrated ability to foster strong partnerships and collaborations with government, industry, and other research enterprises.
- Excellent management, organization, planning, supervisory, and problem-solving skills.
- Strong interpersonal and conflict resolution skills; ability to lead, either directly or through the application of persuasive influence.
- Knowledge of and demonstrated experience in budgeting, financial controls and fiscal accountability.
- Demonstrated experience supporting shared governance within the academic environment.
- Demonstrated commitment to Diversity, Equity, and Inclusion as they pertain to all aspects of research.
- Ability to relate effectively to a wide variety of people of diverse backgrounds, including an understanding and respect for cultural, ethnic, and individual differences. Ability to contribute in meaningful ways to UC Merced's commitments to diversity, equity, and inclusion.

## Desired Attributes

- Strategic, forward thinking, and future-oriented mindset.
- Commitment to consensus-building, shared governance, and constructive interactions through transparent and collaborative leadership.
- Open and transparent communication style with excellent interpersonal communication skills.
- An energetic, well-grounded, kind, collegial, service-oriented personality.

- High emotional intelligence. One who inspires commitment rather than just driving compliance.
- A visible and accessible approach to leadership.
- A strong moral compass with personal and professional integrity beyond reproach.
- Politically astute, yet apolitical. Able to communicate a position in a non-polarizing manner.
- A strong record of setting and surpassing objectives and a proven “can do” drive to execute strategies and produce results beyond expectations.
- A critical/strategic thinker and problem solver.
- An ability to identify partnership opportunities between the university, government, industry or other organizations on research, continuing education and training.
- A strong commitment to environmental sustainability.
- A demonstrated ability to represent UC Merced and interact in a social setting with ease and grace.
- An appreciation for serving the educational needs of an economically and demographically diverse population.
- Ability to positively influence people, be a catalyst for progress, and make a decisive impact.

## UC Merced

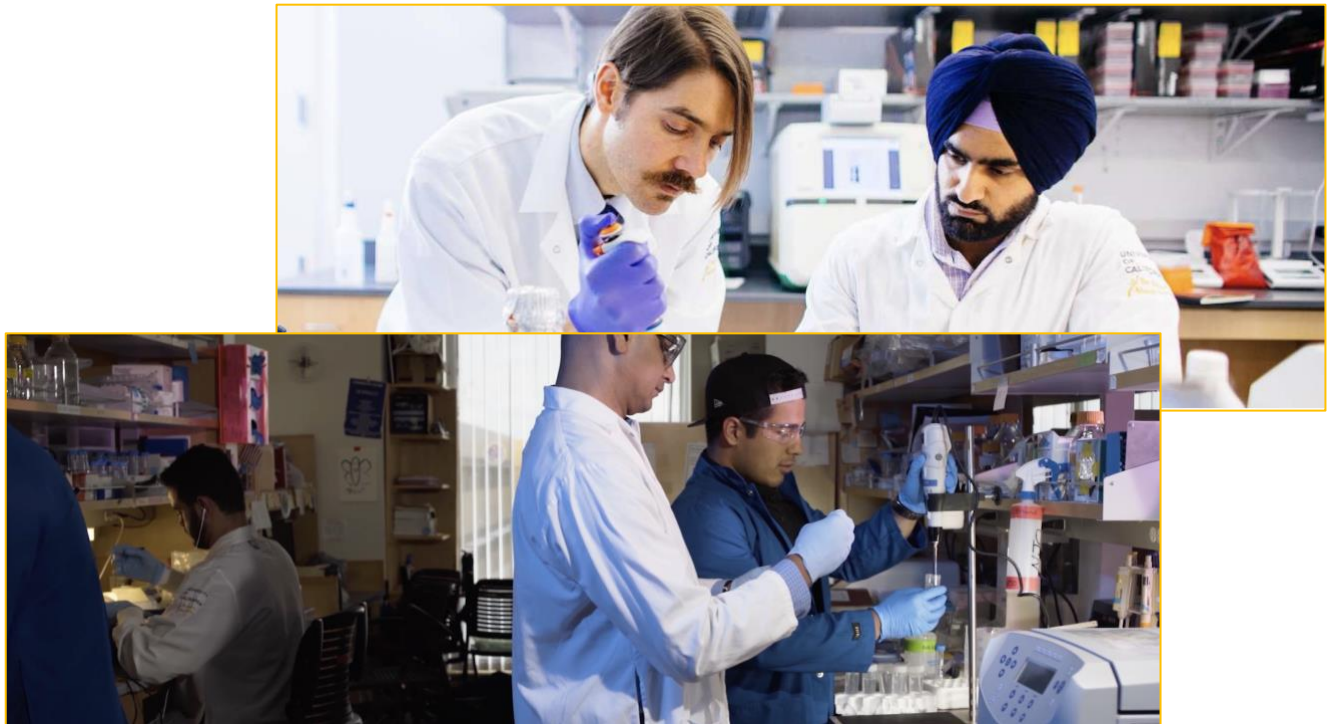


The University of California (UC), Merced is the youngest campus in the world-renowned University of California system. With many aspirations and a recent \$1.3 billion physical expansion, UC Merced is at a pivotal moment — a young campus moving into maturity.

Opened in 2005, the University of California, Merced was the first new University of California campus created in 40 years, and the first American research university of the twenty-first century. After only 16 years of operation, UC Merced now ranks #38 among public universities and #93 overall among national universities in the annual US News & World Report rankings. In the past four years, the campus has risen 72 spots. Times Higher Education ranks UC Merced #3 in the US among young universities, and #7 in Sierra Magazine’s “2021 Cool Schools.” UC Merced achieved R2 status (“doctoral-granting university with higher research activity,” per the Carnegie

Classification of Institutions of Higher Education) in record time and is now setting a very ambitious trajectory toward quickly earning R1 status.





Additionally, the campus has earned Carnegie’s prestigious Classification for Community Engagement, a testament to its deep commitment to the Central Valley. Since welcoming its first freshman class, UC Merced has grown in enrollment to approximately 9,100 students, including 770 graduate students in its three Schools: [School of Engineering](#); [School of Natural Sciences](#); and the [School of Social Sciences, Humanities and Arts](#). Additionally, the [Ernest & Julio Gallo School of Management](#) is currently being established and will be the first new school since the campus’ opening. Envisioned as a “management school of the future,” this school will encompass interdisciplinary areas like cognition, economics, complexity, data science, sustainability, and management.

The next major capital project for the campus will be a 182,698 gross square foot Health, Behavioral Sciences and Medical Education (HBS-ME) building, currently in the planning and design phase and estimated to cost approximately \$210 million. The building will be programmed and designed to provide instructional facilities for medical education and other allied healthcare-related courses that are able to evolve as these programs mature. Project sustainability targets and goals include Leadership in Energy and Environmental Design (LEED™) minimum building certification level of Gold, with incentives for Platinum. The HBS-ME building is anticipated to be the first fully electrified capital project on campus.

## Leadership

[Juan Sánchez Muñoz](#) was named fourth chancellor and began his tenure July 1, 2020, succeeding Dorothy Leland, the visionary and architect of the Merced 2020 Project to expand campus, who served from 2011-2019.





Sung-Mo "Steve" Kang was chancellor from 2007-2011. Founding chancellor Carol Tomlinson-Keasey began in 1999, before the opening of campus, and retired in 2006.

Like all University of California campuses, UC Merced operates under the direction of the UC president and is governed by The Regents of the University of California, a 26-member board established under the California Constitution.

UC Merced's presence in the Valley is helping address chronically low levels of educational attainment in the region.

UC Merced continues to experience increasing demand from throughout the state, with 99.6 percent of undergraduate students hailing from across California.

UC Merced leads the UC system in the percentage of students from underrepresented ethnic groups, low-income families and families whose parents did not attend college.

## A Green Campus

Sustainability is a hallmark of the UC Merced campus, and everyone here — faculty, staff, and students — takes it very seriously.

UC Merced is the only American university with every building on campus environmentally certified. Eleven buildings in the [Merced 2020 Project](#), UC Merced's ambitious public-private partnership that nearly doubled the campus footprint, have been awarded Leadership in Energy and Environmental Design (LEED) Platinum certification by the U.S. Green Building Council.

The campus is the first public research university certified as [carbon-neutral](#), and every campus building is LEED certified. The Sierra Club named UC Merced the no. 5 "Cool School" in the nation, and the AASHE Sustainable Campus Index in 2019 ranked the university no. 1 in the United States for sustainable buildings and sustainable research.

Many practices across campus enhance UC Merced's [sustainability](#). Other initiatives include:

- A recyclable takeout dining system at the Yablokoff-Wallace Dining Center that saves the campus thousands of pounds of packaging each year
- Campus purchasing practices that promote the acquisition of items made from recycled materials and use minimal packaging
- A 1 megawatt solar-panel array that helps power the campus
- Campus water stations that allow people to refill water bottles, rather than buying new ones

Also, a part of our green campus goal is land conservation. Through a special collaboration with the Packard Foundation, the Hewlett Foundation, the Nature Conservancy and the state of California, the campus set aside 25,000 acres of grassland habitat for permanent conservation, 6,500 acres of which comprises the new [Vernal](#)

[Pools-Grasslands Nature Reserve](#), open space adjacent to campus that will be used for research and community outreach, but never developed.

## Centers & Institutes

### Research Institutes & Centers

- [Health Sciences Research Institute](#)
- [Sierra Nevada Research Institute](#)
- [University of California Advanced Solar Technologies Institute \(UC Solar\)](#)
- [UC Water](#)
- [Blum Center](#)
- [Center of Excellence on Health Disparities](#)
- [Center for the Humanities](#)

### Collaborative Research & Partnerships

- [Central Valley Higher Education Consortium](#)
- [Lawrence Livermore National Laboratory](#)
- [National Park Service](#)

## University of California System

The University of California opened its doors in 1869 with just 10 faculty members and 38 students. Today, the UC system includes more than 280,000 students and more than 227,000 faculty and staff, with 2.0 million alumni living and working around the world.

For almost 150 years, UC has expanded the horizons of what we know about ourselves and our world. Our campuses are routinely ranked among the best in the world, but our reach extends beyond campus borders.

Our 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.

From all backgrounds, ethnicities and incomes, UC attracts the best and brightest. UC undergraduates come from all over California, and they work hard to make it to college. In fact, 37 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 our faculty or led by UC graduates.

## The Community

Merced is a dynamic community of about 90,971 people. Merced offers friendly small town living in a mid-size city. Merced's population is youthful and diverse.

Located in the heart of California's agricultural Central Valley, Merced is the region's hub for education, culture, and business. The community offers abundant shopping, pleasant neighborhoods, and tree-lined streets. Bicycle paths along creeks link major City parks. Even with recent increases in prices, Merced's housing remains affordable compared to many other California locations. Merced's revitalized downtown is emerging as the entertainment center of the area. Annual events and festivals bring regional and even national recognition.

Merced's Valley location southeast of San Francisco provides easy access to the central California coast, Sierra Nevada mountains and national parks, and major cities. Merced has historically been the "Gateway to Yosemite", and residents also enjoy short drives to skiing, beaches, fishing, and other outdoor attractions.

For information, visit the City of Merced's website: <https://www.cityofmerced.org/about-merced/about-merced>

## KEY ATTRACTORS TO THE ROLE

- Ability to join a university on the move. Juan Sánchez Muñoz, university Chancellor said, "It is a university of increasing stature both in California and nationally. It has some of the most distinguished faculty in their fields anywhere in the country."
- Be part of the most exciting universities in the country, period. No place in the country is getting to do what UC Merced is doing. The university was built to do something great, and they are doing it.
- Career making opportunity to play an integral role in moving the university to Carnegie R1 status.





- Join a university that is part of the University of California System - unique in that it has more AAU institutions than any place in the country and all are R1, except for UC Merced (and they are on their way).
- Enjoy the autonomy to bring your best ideas and create the ideal model within an environment where you will be listened to, heard, and affirmed.
- Make your mark, build a legacy of success, and take the institution to the next levels of accomplishment and achievement.
- Grasp the opportunity to work in a collaborative, collegial environment with strong support at the highest levels of administration and influence within the institution and the community.



## NOMINATIONS & APPLICATIONS

The Search Committee invites letters of interest and nominations to be submitted directly to the search firm, Anthem Executive. Correspondence should include a curriculum vitae and a letter of interest describing relevant experience and interest in the position, and should be submitted to Scott Watson, Michael Ballew, Florene Stawowy or Mike "JR" Wheless (or simply Anthem) at:

[UCMResearch@anthemexecutive.com](mailto:UCMResearch@anthemexecutive.com)

While applications and nominations will be accepted until a new Vice Chancellor for Research, Innovation, & Economic Development is selected, interested parties are encouraged to submit their materials ASAP, to assure optimal consideration. Expressing interest is the first step in receiving consideration and does not make one an applicant for the position.

**Anthem**  
Executive

[AnthemExecutive.com](http://AnthemExecutive.com)

*UC Merced is committed to providing equal access and opportunity to employees, applicants for employment, and service providers without regard to age, disability, gender, genetic information, national origin, race, religion, sexual orientation, or status as a Vietnam War Era Veteran.*

**Anthem**  
Executive