Opportunity and Challenge Profile

Search for the Vice Chancellor for Research
University of California, Irvine
Irvine, California

The University of California, Irvine, one of the nation’s top public research universities and one of the fastest growing campuses in the world-renowned University of California system, seeks a visionary, strategic, and collaborative leader to serve as vice chancellor for research. The vice chancellor for research will work in close partnership with Chancellor Howard Gillman, Provost and Executive Vice Chancellor Enrique Lavernia, deans, faculty, staff, and students across divisions to profoundly expand the research enterprise at one of the premier public research universities in the nation and a vital resource for Southern California.

With approximately 30,000 undergraduate and graduate students, more than 1,150 regular rank faculty, and 9,700 staff members, the University of California, Irvine (UCI) is among the most diverse and dynamic campuses in the University of California system. Founded as an interdisciplinary campus, it boasts excellence across its arts and sciences core and in its professional schools. In U.S. News & World Report’s 2016 “Best Colleges” survey, UCI climbed to 9th among all public universities and 39th out of the 1,600 universities evaluated nationwide. The campus also finished 31st in the “best value” category. The youngest member of the prestigious Association of American Universities, UCI combines the strengths of a major research institution with the dynamism and nimbleness of an emergent campus. With an annual operating budget exceeding $2.1 billion and an endowment of $512 million, the university includes 12 schools, including one of the top 50 medical schools in the nation. Increasingly a first-choice campus for students, a record number of would-be freshmen and transfer students—nearly 89,000—applied for 6,000 slots for fall 2015.

UC Irvine Medical Center is Orange County’s only university hospital, Level I trauma center, and burn center verified by the American College of Surgeons. U.S. News & World Report has listed it among the nation’s best hospitals for 14 consecutive years and has bestowed national recognition on its programs in urology, gynecology, cancer, digestive disorders, kidney disease, and ear, nose & throat. It was the first university hospital in Southern California to receive the prestigious Magnet Designation for nursing excellence. The medical center is home to the Chao Family Comprehensive Cancer Center, the only Orange County facility to earn the National Cancer Institute’s prestigious comprehensive cancer center designation. In fiscal year 2015, the medical center had more than 560,000 emergency room, hospital, and physician clinic visits, total operating revenue of $926 million.

Isaacson, Miller
The Office of Research has a central staff that numbers approximately 125, and an annual budget in excess of $30 million. The vice chancellor for research will have an opportunity to leave an enduring legacy by providing inspirational leadership that will ensure the different academic divisions work together in order to dramatically increase research expenditures. S/he will lead the campus in meeting its ambitious goal to double its $300 million in annual research expenditures within ten years.

While leading UCI in further elevating its world-class research profile, the VCR will address a set of key opportunities and challenges, which are detailed further in this profile. In summary, s/he will:

- Fundamentally transform the research enterprise at UCI;
- Strengthen infrastructure to ensure success;
- Identify and nurture collaborations that distinguish the campus internationally;
- Exhibit broad intellectual curiosity to match the scope of research activities at UCI;
- Support and develop distinguished faculty and talented staff; and
- Serve as a compelling and effective advocate and external ambassador.

A complete list of the desired qualifications and characteristics can be found at the conclusion of this document, which was produced by the Vice Chancellor for Research Search Advisory Committee and Isaacson, Miller, a national executive search firm, to detail the key opportunities and challenges facing the vice chancellor for research.

**Research at UCI**

In its relatively brief history, UCI has become one of the best research universities in the world, home to many highly distinguished scholars, scientists, and artists. UCI is a hub for major emerging fields such as stem cell research, a trailblazer in understanding global warming, and a leader in the fight against breast cancer. Three members of the faculty won Nobel Prizes: F. Sherwood Rowland (chemistry) and Frederick Reines (physics) in 1995, and Irwin Rose (chemistry) in 2004. Included among the current instructional faculty are a Medal of Science recipient; a National Humanities Medal recipient; a Templeton Prize recipient; 24 National Academy of Sciences members; four National Academy of Medicine members; 12 National Academy of Engineering members; 33 American Academy of Arts and Sciences members; and 137 members of the American Association for the Advancement of Science. More than 98 percent of the instructional faculty have Ph.D. or equivalent degrees.

UCI is designated as having very high research activity in the Carnegie Classification of Institutions of Higher Education. Extramural research funding from federal and state agencies, industry contracts, and private foundations totaled more than $300 million in 2013-2014.
UCI has nearly 100 major research centers and institutes, including the:

- Sue and Bill Gross Stem Cell Research Center: A new facility that unifies and strengthens the campus’s fast-growing stem cell biology program, and serves as a hub for research in Southern California.
- Institute for Clinical and Translational Science (ICTS): The ICTS is funded by the National Institutes of Health under the Clinical and Translational Sciences Award (CTSA) program. Currently, there are a total of 60 CTSA programs funded throughout the United States. The UCI ICTS functions as a local centerpiece for the national program and is dedicated to accelerating scientific discovery and medical breakthroughs to the bedside.
- UCI Water Energy Nexus Center: A partnership of more than 70 faculty working to advance understanding of the urban water environment and help promote health, enhance the efficient use of water resources, and protect environmental values.
- Center for Research on International Migration: The center conducts basic and policy-relevant research on international migration. The main focus is on U.S. immigration and how such migration relates to demographic, social, political, cultural and economic processes.
- UC Humanities Research Institute. A multi-campus research unit serving all 10 campuses in the UC system, addressing topics traditional to the humanities disciplines as well as the pressing human dimensions arising in the social and natural sciences.
- Jack W. Peltason Center for the Study of Democracy: A hub for research and education aimed at improving the democratic process in the United States and expanding democracy around the world.
- Beall Center for Art and Technology: A center for the study of the relationships between the arts, sciences, and engineering, and the promotion of new forms of creation using digital technologies.
- National Fuel Cell Research Center: The center’s goal is to facilitate and accelerate the development and deployment of fuel cell technology and fuel cell systems; promote strategic alliances to address the market challenges associated with the installation and integration of fuel cell systems; and educate and develop resources for the various stakeholders in the fuel cell community.
- Atmospheric Integrated Research @ UCI (AirUCI): This is an integrated group of researchers in chemistry, engineering, Earth system science, and medicine who have joined forces to elucidate the fundamental science and impacts of pollution, energy, and climate change and their effects on society and on the planet.

Included in the 100 research centers and institutes are 17 Organized Research Units (ORUs) across campus. An ORU is an academic unit established by the university to provide a supportive infrastructure for interdisciplinary research complementary to departmental academic goals. An ORU typically involves faculty from two or more schools. ORU directors report to the vice chancellor for research.

**The Role of the Vice Chancellor for Research**

Working in collaboration with all components of the campus and external partners, the vice chancellor for research serves as the chief research officer of the University of California, Irvine. The overarching mandate for the next vice chancellor for research is to dramatically increase research expenditures by
developing an organization and culture that brings together researchers from all parts of the campus, and to support, incentivize, and identify 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 as well as UCI’s existing interdisciplinary areas of excellence. S/he should also have the ability to identify new research partnerships with industry in Orange County and throughout the nation, as well as other external partners.

The Vice Chancellor for Research also leads the continued development of research infrastructure and the development, core funding, and administration of organized research programs. S/he is responsible for the Council on Research, Computing, and Library Resources, oversight of campus activities in contract and grant administration, research subject administration (human/animal), integrity in research, conflict of interest, and research resource development.

In this role, the VCR oversees 125 central staff members, in addition to partnering with distributed staff across the schools and colleges, and manages an annual budget of approximately $30 million. For more information about the Office of Research please visit: http://www.research.uci.edu/.

Key Opportunities and Challenges Facing the Next Vice Chancellor for Research

The VCR will lead the university’s ambitious plan to double its research expenditures in the next five to seven years. In order to do so, the VCR will address several key opportunities and challenges, which are detailed below:

**Fundamentally transform the nature of the research enterprise**

The next VCR will have the opportunity to dramatically grow the research enterprise at this prestigious and nimble campus known for its entrepreneurial culture and pre-eminent faculty. With $300 million in annual research expenditures, UCI is in the bottom 20 percent of the AAU in terms of research. The VCR will work with campus leadership to develop a plan to double research expenditures within ten years.

To this end, the VCR will work across the university to identify distinctive and innovative research thrusts to differentiate UCI from its peers. S/he will evaluate the research centers currently in existence and look for opportunities to develop new, self-sustaining centers and ORUs. The VCR will ensure areas of demonstrated scholarly excellence with little access to large-scale funding sources remain supported, while exploring novel collaborations and synergies to create new opportunities and attract nontraditional funders. With an eye towards federal funding trends, opportunities in Orange County, and team science, the VCR will have the opportunity to develop new partnerships across the university, with industry, and also targeted international partnerships that have the potential to transform UCI’s research ecosystem.

Success in this role will depend on the next VCR’s ability to partner with and inspire deans, faculty, and staff across the university and medical center to create a university-wide strategy with the support and resources to become a reality.
Strengthen the research infrastructure to ensure success

With 125 staff distributed across the research park, animal care facilities, and 15 other facilities across campus, the next VCR must empower his or her leadership team and leverage resources within the schools and colleges to ensure effective communication and direction across all units. S/he will also need to partner effectively with the relatively new Office of Applied Innovation that oversees industry-sponsored research and technology transfer.

The VCR will inherit an organization with great strengths in compliance and regulations. In order to encourage and support new research endeavors and collaborations, the next VCR must retool and empower existing staff to assume a customer service orientation, particularly in the areas of grant management and processing, and sponsored projects. The office should be seen as an enabler of new ideas, and the VCR must imbue a culture of innovation and nimbleness in order to support the ambitious research growth necessary to take UCI to the next level of excellence. Measures of success include a substantial increase in the number of grant proposals submitted by UCI faculty; a streamlined grant, contract, and partnership submission process; an increase in pre- and post-award administrative support for funded research; as well as incentives for multi-collaborator grant and contract initiatives.

Identify interdisciplinary collaborations that distinguish the campus internationally

The next VCR must be an effective connector of people and ideas across the university in order to leverage the university’s interdisciplinary identity and to identify new strategic opportunities and points of connectivity across the university. With UCI’s broad and distinguished life and health sciences enterprise, strong and growing array of graduate and professional programs, and nationally prominent arts and sciences core, there is tremendous opportunity for interdisciplinary collaboration. The VCR will need to find creative solutions in order to invest in academic and administrative structures that promote interdisciplinary practices and accommodate cross-disciplinary research and education. This may include new capital projects to support large team science to allow UCI’s faculty, staff, and students to address today’s most pressing social issues. S/he will work with the deans and heads of research centers and institutes to inspire faculty to share best practices and help inform others. S/he will have an appreciation of the campus’s unique student profile and its remarkable diversity and will work creatively to leverage its commitment to inclusive excellence for innovative research agendas.

Exhibit broad intellectual curiosity

The next VCR will be an advocate for and avid supporter of research and scholarship across disciplines. S/he should demonstrate passion and appreciation for the wide range of scholarly output across all of the arts and sciences disciplines as well as the professional programs. As the university’s representative for research endeavors, the VCR must speak effectively across the spectrum of research, highlighting scholarship in fields outside of his or her own area of expertise to bring attention to UCI’s breadth and strength across a variety of disciplines. In order to do this effectively, the VCR must be broad in his or her interests, skilled at reaching out to faculty across the university, and an adept and quick study of new areas and disciplines.
**Support and develop distinguished faculty and talented staff**

As part of UCI’s strategic goal to expand capacity in research and teaching to improve lives, the next VCR will play an integral role, along with the chancellor, provost, deans, program directors, and department chairs, in identifying and recruiting top research faculty. S/he will work with the chancellor to extend his signature “High Impact Hiring” initiative to recruit extraordinary individuals or teams whose presence will have a catalytic effect on UCI’s reputation and impact.

In addition to attracting faculty who will build upon the strengths of the institution, the VCR will work with leadership to foster a research environment and a collegial atmosphere that will enhance the retention of research faculty. To do this, s/he must have the intellectual breadth and curiosity to understand and engage academic units across the intellectual and research spectrum, from the liberal arts to the social sciences to the professions.

The VCR must also value and champion the talented staff that is central to the overall success of UCI’s research enterprise. Investing in the staff who run operations and serve as the backbone of UCI is essential. The VCR must be able to take such an inclusive approach to the research enterprise in order to ensure UCI’s continued excellence.

**Serve as a compelling and effective advocate and external ambassador**

The vice chancellor for research plays an important role as an external ambassador and advocate for UCI, and will help the university build and maintain partnerships with an array of external constituencies, including the University of California Office of the President, other UC campuses, the local community, other AAU universities, external funding agencies, and the media.

S/he will strengthen relationships in Washington, D.C. and with industry in order to better position UCI for future federal funding opportunities as well as new public-private partnerships. To do so, the VCR must expand the visibility and accessibility of UCI’s scholarly output by increasing knowledge of and access to the research and educational resources produced by faculty and students. This includes developing a strong international presence in UCI’s areas of research expertise by increasing strategic student and research exchanges/partnerships with universities abroad, increasing international travel grants for researchers/professors and students to support international research and educational exchanges; and expanding UCI’s representation on higher education and research policy-making entities.

**Qualifications and Characteristics**

The individual who assumes the position of vice chancellor for research must be a leader dedicated to accelerating the university’s ascendency among globally preeminent research universities. The VCR must understand the role and importance of the public university in society, and should be committed to seeking ways to enhance research to serve society better. Underlying all the above, the VCR should have
a positive attitude, an active, energetic mind, and a leadership style that is characterized by highly ethical practices and a commitment to diversity, openness, flexibility, integrity, and kindness. In particular, the successful candidate will demonstrate most, if not all, of the attributes below:

- A strong academic record commensurate with appointment to the rank of full professor with tenure is required;
- Leadership experience heading a large, complex research program;
- Successful and progressively responsible administrative roles;
- Impeccable academic judgment, a record of appreciating excellence and participating in the successful recruitment and retention of a superb faculty, and a record of significant contribution to the growth of innovative programs, departments, and schools. Specifically, a record of accurately judging the quality of research across a diverse set of areas;
- A proven record of success working with federal funding agencies;
- An eye for high-level research and a deep understanding of the opportunities and challenges world-class researchers face;
- An entrepreneurial spirit and a dynamic, energetic, and engaging personality;
- An inclination to engage with a broad range of constituencies and disciplines to advance the university’s research mission;
- A deep understanding of interdisciplinary research and its challenges and advantages;
- Outstanding communication skills, including evidence of the abilities to facilitate collaboration within and external to the university, to articulate a strong vision for the university’s research programs, and to interact successfully with multiple and diverse constituencies;
- A commitment to transparency in policy, strategy, and financial management, with an appreciation of and support for shared governance; and
- Excellent interpersonal skills, including a sense of humor.

Compensation and Location

Salary will be competitive and commensurate with experience.

Irvine is located in the heart of Orange County, with two major freeways, rail service, and its own airport – John Wayne Airport. Laguna Beach, Huntington Beach, Corona Del Mar, and Catalina Island are only a short distance away. Irvine is located less than an hour from Los Angeles International Airport and downtown Los Angeles. The city of Irvine, incorporated on December 28, 1971, is among the nation’s largest planned urban communities, encompassing more than 65 square miles. Located in the heart of Orange County, in a city consistently ranked as one of the best and safest places in live in the United States, UCI enjoys the best of what Southern California has to offer: beaches, mountains, deserts, and a broad variety of cultural, entertainment, and intellectual activities. To learn more about Irvine, see www.destinationirvine.com.

Many UCI faculty and administrators reside in University Hills, which was created as an academic community in residence to provide affordable housing to eligible full-time employees. It is within walking distance of Irvine shopping, restaurants, and entertainment, as well as campus academic and athletic activities, and neighborhood recreational amenities. The community has three apartment
communities, two condominium associations, townhomes, paired homes, single-family detached homes, and a few custom homes. In all, University Hills has 240 apartments and 989 homes on more than 250 acres.

Nominations, Applications, and Inquiries

UCI is an equal opportunity employer committed to excellence through diversity. It strongly encourages applications from women, minorities, and other under-represented groups. UCI is responsive to the needs of dual-career couples, and is dedicated to work-life balance through an array of family-friendly policies. It is the recipient of an NSF Advance Award for gender equity.

Confidential nominations and inquiries are being accepted for the position. Review of candidates will continue until the position is filled. All nominations, applications, and inquiries should be sent via the Isaacson, Miller website for the search: www.imsearch.com/5579. Electronic submission of materials is strongly encouraged.

David Bellshaw and Sabrina Singh
Isaacson, Miller
1000 Sansome Street, Suite 300
San Francisco, CA 94111
Phone: 415.655.4900
Fax: 415.655.4905
Appendix 1

About UC Irvine

UC Irvine traces its roots to the late 1950s, when the University of California began planning for a new campus to meet the needs of Southern California's growing population. Orange County still contained vast open spaces that provided a variety of options for locating a campus. Out of 23 possible sites, the Irvine Ranch site was chosen, and the university opened for classes on October 4, 1965, as 119 faculty and 1,589 students joined a campus that was still very actively under construction. On May 20, 1966, Daniel G. Aldrich Jr. was officially inaugurated as chancellor of the University of California, Irvine, a position he held for 22 years – and whose legacy is commemorated to this day with Aldrich Park, a 19-acre botanical garden in the center of the campus. At its founding, UC Irvine comprised the College of Arts, Letters, and Science and two professional schools: the Graduate School of Administration (now the Paul Merage School of Business) and the School of Engineering (now the Henry Samueli School of Engineering). The five original divisions of the College of Arts, Letters, and Science remain intact to this day as independent schools: Biological Sciences (now the Francisco J. Ayala School of Biological Sciences), Fine Arts (now the Claire Trevor School of the Arts), Humanities, Physical Sciences, and Social Sciences. In ensuing years, UC Irvine has also added the Donald Bren School of Information and Computer Sciences; the School of Social Ecology; the School of Law; the School of Education; and the School of Medicine.

Throughout its first five decades, UC Irvine has enjoyed an unparalleled combination of rapid growth in enrollment and an equally impressive increase in the size, quality, and influence of its research programs, performing arts, and professional schools. The UC Irvine faculty has included three Nobel laureates, recipients of the National Medal of Science, and many members of the most important scholarly, scientific, and professional organizations. The Center for World University Rankings places UC Irvine 52nd in the U.S. and 89th in the world in its 2015 ranking of the top 100 degree-granting institutions of higher education. Many of its programs, across the disciplines, rank in the top 20 or higher.

Having celebrated its 50 year anniversary last year and looking ahead to the next five decades, UC Irvine is entering an exciting and challenging new era. With ambitious plans to strengthen contributions in research, education, and service; accelerate the university’s ascendency among globally preeminent research universities; and marshal passions, skills, and ingenuity to further improve people’s lives, there is great momentum and ambition across the campus. The university has experienced significant growth over the past ten years, launched 20 new graduate programs in fields such as public health, pharmaceutical sciences, and nursing science, established a school of education, and opened the first new public law school in California in more than 40 years. The campus has also added nearly five million square feet of new space, including the 500,000-square-foot UC Irvine Douglas Hospital and the 275,000-square-foot Student Center, as part of a $1.8 billion effort to build out the remainder of the university’s land grant. Twelve of its new buildings have earned LEED Platinum status, the highest award possible, and nine other buildings have earned LEED Gold status. UC Irvine was named the No. 1 “Coolest School” in the Sierra Club’s prestigious annual ranking of America’s greenest colleges; the campus has been included in the top ten for the past five years.

Looking forward, the campus, under the leadership of Chancellor Gillman and EVC Lavernia, has embarked upon an ambitious strategic planning process titled, “UCI: Bright Past, Brilliant Future” with the following guiding pillars:
• Growth That Makes a Difference: Expanding Our Capacity to Improve Lives
• First in Class: Elevating the Student Experience to Prepare Future Leaders
• Great Partners: Making Regional and Global Connections that Enhance Our Mission and Serve the People
• New Paths For Our Brilliant Future: Forging Best Practices to Power the Coming Century

UC Irvine has an endowment of approximately $512 million; the university successfully concluded its “Shaping the Future” campaign, surpassing the $1 billion goal, making UC Irvine the youngest university in the country ever to complete a $1 billion fundraising campaign. In addition to tripling the UCI endowment, the campaign also funded more than 500 scholarships and graduate fellowships and endowed over 50 academic chairs campus-wide. UC Irvine has an annual economic impact on Orange County of $4.4 billion and is a significant contributor to the region’s talent-rich workforce.

For more on UC Irvine, visit: www.uci.edu

Leadership at UC Irvine

Howard Gillman, Ph.D., was appointed the sixth chancellor of the University of California, Irvine in September 2014, having previously served as provost and executive vice chancellor since June 2013 and interim chancellor since July 1, 2014. Before coming to UC Irvine, he served for more than two decades as a professor of political science, history, and law at the University of Southern California, including five years as dean of the USC Dornsife College of Letters, Arts and Sciences. He has received many awards for his scholarship, and for his teaching excellence and dedication to students. He received his bachelor’s, master’s, and doctoral degrees, all in political science, from UCLA.

Enrique Lavernia, Ph.D., was appointed provost and executive vice chancellor the University of California, Irvine in July 2015. He is the former dean of the University of California, Davis College of Engineering, and member of the National Academy of Engineering. Dr. Lavernia also served as UC Davis' provost and executive vice chancellor for two years as the campus transitioned to a new chancellor, resuming his position as engineering dean in 2011. Prior to his arrival at Davis in 2002, he served as chair and chancellor's professor in the Department of Chemical Engineering and Materials Science at UC Irvine. He earned his bachelor’s from Brown University; and master’s and doctoral degrees in metallurgy and materials engineering from MIT.

The University of California System

UC Irvine is one of ten campuses in the UC system. Founded in 1869, the UC system is recognized as one of the world’s largest and most successful academic institutions, with a tripartite mission of research, teaching, and public service. The ten campuses that make up the UC system – Berkeley, Davis, Irvine, Los Angeles, Merced, Riverside, San Diego, San Francisco, Santa Barbara, and Santa Cruz – collectively enroll approximately 238,000 students and are supported by more than 190,000 faculty and staff and 1.7 million alumni living and working around the world. Another half million people benefit from UC’s continuing education courses each year, as well as from research centers and educational programs operating throughout the state. UC extends its work beyond its campuses through national laboratories, medical centers, and outreach programs in neighboring communities, throughout California, around the world, and online. To learn more about the UC System, please see: http://universityofcalifornia.edu/uc-system.