Leadership Profile

Vice President for Research

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This leadership profile is intended to provide information about the University of Rochester and the position of Vice President for Research. It is designed to assist qualified individuals in assessing their interest in this position.
The Organization

Founded in 1850, the University of Rochester is one of the nation’s leading research universities and is the cultural, artistic, healthcare, and educational leader for the region. The university is a member of the prestigious Association of American Universities; is a founding member of the Consortium of Financing Higher Education (COFHE), a group of the 35 leading private colleges and universities in the United States; and is regularly ranked in the top 35 national universities by U.S. News and World Report. The university is home to nearly 12,000 students and 3,900 full- and part-time faculty, who serve the university’s teaching, research, and clinical missions in eight schools and colleges and its renowned medical center. The faculty currently includes nearly 17 members of the National Academies, and the university boasts 13 Nobel laureates among its alumni and faculty.

This is a particularly exciting moment for Rochester. In July of 2019, Dr. Sarah Mangelsdorf was named the university’s 11th president. A nationally recognized psychologist and higher education leader, Dr. Mangelsdorf’s vision for Rochester builds on the university’s distinctive strengths and broad excellences while encouraging greater collaboration across schools and promoting key values of diversity, equity, and inclusion. Reporting to the president, the provost will work with Dr. Mangelsdorf and the academic community to develop a strategic vision for the future of Rochester that further elevates its academic excellence and role as a preeminent research university while making a profound impact on the state of New York, the nation, and the world.

The University of Rochester’s mission, “Learn, Discover, Heal, Create – and Make the World Ever Better,” is reflected in its Latin motto, Meliora (“ever better”). Meliora is also embodied in the university’s recently adopted values: Meliora, Equity, Leadership, Integrity, Openness, Respect, and Accountability.

Rochester is ranked 34th among national universities in U.S. News & World Report and is the fifth largest private employer in New York State. The university’s academic programs are delivered through seven units:

- Arts, Sciences & Engineering (comprising the School of Arts & Sciences, the Hajim School of Engineering & Applied Sciences, and the undergraduate College)
- The Eastman School of Music
- The School of Medicine and Dentistry
- The School of Nursing
- The Eastman Institute for Oral Health
- The Simon Business School
- The Warner School of Education

Academic programs are offered within three locations: the River Campus, which houses Arts, Sciences & Engineering, the Simon Business School, and the Warner School of Education; the
Medical Center, which is next to the River Campus and houses the School of Medicine and Dentistry, the Eastman Institute for Oral Health, and the School of Nursing; and downtown Rochester, home to the Eastman School of Music. This physical proximity works to foster interdisciplinary collaborations across schools.

The university operates nationally and internationally recognized resources including the Memorial Art Gallery, one of the few university-affiliated art museums in the country that also serves as the local community’s civic art museum, and the Laboratory for Laser Energetics, the world’s largest university-based laser facility, recognized for groundbreaking work in fusion, high energy density science, laser science, and laboratory astrophysics.

Operating under the “UR Medicine” name, the University of Rochester Medical Center’s clinical services have grown more than 30% over the past four years. The six-hospital UR Medicine health system is anchored by Strong Memorial Hospital, an 886-bed university-owned teaching hospital located proximate to the River Campus. Strong is the state’s only hospital outside New York City to provide liver and heart transplants, boasts upstate’s largest cancer treatment programs, and offers a range of pediatric surgical subspecialties. The system is part of an accountable care organization with more than 500 primary care providers and 1,500 specialists serving nearly 650,000 patients across upstate New York.

Located in the City of Rochester, on the southern shore of Lake Ontario and northwest of the picturesque Finger Lakes in New York State, the university is fortunate to be located in a community rich in history and promise. The Rochester area routinely ranks as one of the most livable in the United States and as one of the best places in the country for families, with outstanding schools, housing, and cultural life. Rochester offers its 1.1 million area residents the amenities of a large metropolitan area with a quality of life not available in many areas of comparable or larger size. The university’s extensive engagement with the Rochester community spans cultural opportunities provided by the Eastman School of Music and the Memorial Art Gallery to direct involvement with public institutions, such as a successful partnership with East High School, which aims to serve as a model for revitalizing urban public education.

In April of 2014, the University of Rochester was asked by the Rochester City School District Board of Education to become the Educational Partnership Organization for East High School. East was facing possible closure due to a long history of failure to meet New York State Education Department benchmarks. As a product of the university’s dedication to the city of Rochester and President Mangelsdorf’s commitment to community-engaged scholarship, this partnership with East High School provides an opportunity for the Warner School of Education and the rest of the university community to construct a welcoming space for researchers that honors the East community and applies forward-thinking scholarship in a way that will better the city’s students.

More general information about the University may be found at www.rochester.edu.
Faculty, Staff, and Students

The University of Rochester’s 3,900 outstanding full- and part-time faculty are active scholars, researchers, healers, and creators who have made significant contributions to the advancement of knowledge and culture for the betterment of society. Many are distinguished by their efforts to combine research and teaching with community engagement. The current faculty boasts 10 members of the National Academy of Medicine, 4 members of the National Academy of Sciences, and 3 members of the National Academy of Engineering. Rochester alumni and faculty have to date received a total of 13 Nobel Prizes, across a range of categories that includes physics, medicine or physiology, and economics.

The University of Rochester’s nearly 12,000 students hail from all 50 states and from over 141 countries around the world. With over 6,500 undergraduate students and nearly 5,000 graduate students, 12% of Rochester’s students identify as underrepresented students of color, and 30% are international students. Undergraduate student enrollment has increased 7% over the last five years, and roughly 18% of Rochester’s undergraduate students are Pell-eligible.

Overall, the university and its affiliates employ more than 32,000 people. As the largest private employer in Rochester, the university has a profound impact on the region’s cultural, social, educational, clinical, and economic strength. The university and its affiliates continue to expand their economic impact within New York State. In 2020, the university was responsible for directly and indirectly sustaining nearly 60,000 jobs in the state and earned its first Carnegie Community Engagement Classification based on its extensive community-engaged projects and programs.

Finances

Supported by over $4 billion in endowment and investments, the University of Rochester’s overall annual consolidated budget is approximately $5 billion, including all aspects of URMC. Hospital and patient care activities represent more than 75% of total revenues. In addition, Rochester alumni have generously helped advance the university’s mission on behalf of students, faculty, and researchers with an annual giving rate of 20-23%.

Diversity, Equity, and Inclusion

As a top priority for President Mangelsdorf’s tenure, the University of Rochester works toward being a community in which all who work, teach, create, and provide care are welcome and respected, and where all can pursue and achieve their highest objectives for themselves, their communities, and the world. Steeped in the city of Rochester’s rich history of social justice and entrepreneurial spirit, the university strives to be an inclusive, equitable, sustainable, and responsive organization at every level.

The university believes that a diverse workforce and an equitable, respectful, and inclusive workplace culture enhance the performance of the organization and its ability to fulfill its educational, scholarly, healthcare, and community-based missions. The University of Rochester is committed to fostering a culture of diversity, equity, inclusion, and belonging and to
supporting employees regardless of their race, ethnicity, national origin, gender, sexual orientation, socio-economic status, marital status, age, physical abilities, political affiliation, religious beliefs, and any other factors irrelevant to a person’s ability to successfully perform the responsibilities of the office, so that all employees feel valued and supported.

Leadership

Sarah C. Mangelsdorf became the 11th president of the University of Rochester on July 1, 2019. An experienced academic leader, she has earned wide recognition for developing important strategic initiatives tailored to the goals of each institution and for taking a leading role in building both financial and institutional support for those goals. She is known for her work on issues of academic quality, educational access, sustainability, and diversity and inclusion at some of the nation’s leading public and private institutions. Before taking the helm at the University of Rochester, Mangelsdorf served as provost at the University of Wisconsin-Madison. She is a professor of psychology who is internationally known for her research on emotional and personality development.

As chief operating officer at Wisconsin, Mangelsdorf oversaw all academic programs and budget planning for 12 schools and colleges, including Education, Business, Engineering, and Graduate Studies, as well as the Schools of Medicine and Public Health and of Nursing, which are affiliated with UW Health, the integrated health system of the University of Wisconsin-Madison. She earlier served as dean of the Weinberg College of Arts and Sciences at Northwestern University before becoming provost at Wisconsin in 2014. She began her academic career at the University of Michigan and in 1991 moved to the University of Illinois at Urbana-Champaign, where she was later named dean of the College of Liberal Arts and Sciences.

In her first year in office, Mangelsdorf made a priority of a “listen and learn” tour, hearing voices representative of students, staff, faculty, alumni, parents, and community members, to help inform the university’s strategic vision for the next chapter. In her inaugural address, she underscored commitments to strengthening the university’s research prominence, fostering equity and inclusion, and engaging with the community.

Research at the University

Current stature and reputation of the research enterprise

The University of Rochester has recently been named one of the nation’s 60 leading research institutions and one of the top universities in the world for entrepreneurs. Total sponsored research funding in each of the past three years has exceeded $400 million. With over 60 research centers and institutes, the university allows students, faculty, and research staff to pursue their academic goals in an environment that empowers and supports their efforts. Through research and entrepreneurship, the university strives to address the greatest challenges of our time. It sponsors technology transfer efforts that have helped launch more than 40 startup firms since 2008 and have led to numerous transformational discoveries, including an algorithm used for image rendering on almost every printer and computer screen, surfactants to boost lung development in premature infants, the haemophilus influenzae type B
(Hib) vaccine to prevent meningitis in children, and human papillomavirus (HPV) vaccines that protect against cervical cancer.

Research efforts in the social sciences and humanities have also made tremendous contributions, benefiting from the university’s broad strengths across disciplines. The Early Worlds Initiative, for example, includes scholars in the humanities and social sciences with expertise in, among other areas, transnational networks and connections, textual science and analysis, and music, theater, and performativity.

As federal funding sources and others in business and industry and in the private sector have declined, the need for creative approaches to assure continued research contributions becomes critical. The new VP of Research will have many opportunities to expand on our research initiatives.

**Patent portfolio and royalties**

The University ranks among the best in the nation in the protection and licensing of its technology. The portfolio of patents generated is quite broad, spanning several disciplines such as engineering, life sciences and medicine. In FY20, there were 117 disclosures, received from 169 inventors from 36 university departments and divisions. 36 external collaborators from 22 institutions, agencies, and corporations were also named as inventors.

Also, in FY20, the university filed 7 copyright registrations and 109 patent applications. Of the patent filings, 41 were new matter filings, while 68 were continuations of applications filed in previous years. The University of Rochester was granted 48 U.S. patents and 81 foreign patents. These 129 patents cover 65 different technologies. 6 Copyright registrations issued. The University of Rochester executed 36 new license and option agreements and monitored 200 active agreements. 81 of these agreements generated revenue. The University of Rochester received $1,791,704 in licensing income in FY20.

**Prominence and integration of technology**

Through the Office of Innovation and Technology Commercialization, the University has brought professional teams dedicated to commercializing the inventions created by its research facilities together. The Office works closely with the inventors and with industry for potential collaborations and partnerships that will serve to drive the expedient commercial alignment and market development of ideas.
The Research Enterprise

The following functions report to the Vice President for Research:

- **The Laboratory for Laser Energetics** (LLE)

  The Laboratory of Laser Energetics is a unique national resource for research and education in science and technology and a major asset of the University. Established in 1970 as a center for the investigation of the interaction of intense radiation with matter, LLE has a five-fold mission: (1) to conduct laser-fusion implosion experiments in support of the National Inertial Confinement Fusion (ICF) program; (2) to develop new laser and materials technologies; (3) to provide education in electro-optics, high-power lasers, high-energy-density physics, plasma physics, and nuclear fusion technology; (4) to conduct research and development in advanced technology related to high-energy-density physics; and (5) to operate the National Laser Users’ Facility (NLUF).

  LLE recently received $83 million in federal funding as part of the fiscal year 2022 Omnibus Appropriations bill, and is the largest university-based DOE research program in the nation. The laboratory operates two world-class laser facilities and a number of smaller facilities, powered by a workforce of nearly 400 employees and more than 50 graduate students. As a premier institute for the studies of inertial confinement fusion and high-energy density research, LLE also operates the National Laser Users’ Facility, which allows as many as 500 additional scientists from all over the world to probe the extremes of temperature and pressure in laboratory-scale experiments.

  Over the past year, the LLE team has achieved: record neutron yields; a record 105 papers at the plasma physics signature conference; state-of-the-art plasma physics measurements; measurement of material properties at pressures of 50 million atmospheres; and the development of advanced lasers for Department of Energy (DOE) national laboratories. These were achieved as LLE delivered on its education mission including the training of UR graduate students and learners from six other institutions who conducted their research at the Omega Facility. LLE was praised for its science, leadership, and operational performance in a major Cooperative Agreement review by the National Nuclear Security Administration (NNSA) – the first such review conducted in the past decade or more. ([www.lle.rochester.edu/index.php/about-the-laboratory-for-laser-energetics/](http://www.lle.rochester.edu/index.php/about-the-laboratory-for-laser-energetics/))
• **The Office of Research and Projects Administration (ORPA)**  
The Office of Research Project Administration (ORPA) contributes to the academic mission of the University of Rochester by providing support for obtaining sponsored research funds and managing sponsored program activity. ORPA serves and guides the UR Community on all aspects of sponsored programs administration by providing: (1) pre and post award services; (2) stewardship of external sponsored funding; (3) training and education and (4) information systems pertinent to research administration and funding. ([https://www.rochester.edu/orpa/](https://www.rochester.edu/orpa/))

• **The Office for Human Subject Protection (OHSP)**  
The Office for Human Subject Protection (OHSP) successfully maintains a culture of compliance, while continuing to work with Investigators to initiate and complete their research. OHSP Leadership has influence on a national level, with the Director as a site visitor and leading national webinars for AAHRPP, collaborating with SMART IRB as an emerging leader to identify and plan for improvements in single IRB, and this year participating as the ethics reviewer for a Department of Defense study section for Traumatic Brain Injury. The entire office collaborates with the UR Research Community on several levels, including involvement with the SCORE Steering Committee, facilitating a Quality Improvement Working Group to share best practices in quality research across the University, and providing a Study Coordinator Certification Training Class to prepare Study Coordinators to take the certification examination, to name a few. ([www.rochester.edu/ohsp](http://www.rochester.edu/ohsp))

• **URVentures**  
URVentures protects, develops, and commercializes the intellectual property arising from research at the University. In the past year, key developments/progress at URVentures have included the following:
  o **Growth in licensing revenue**
  o **Facilitation of sponsored research funding at UR**
  o **Partnership with the Empire Discovery Institute (EDI)**
    EDI is an integrated drug discovery and development accelerator, formed as an equal partnership between the University at Buffalo, Roswell Park Comprehensive Cancer Center and the UR. EDI was created with an initial grant of $35.4M from New York State, and is organized as a 501(c)(3) corporation; it is designed to help overcome key challenges typically faced by life science researchers in academia – lack of external funding to continue research efforts and lack of pharmaceutical industry expertise to advance their programs to fruition. UR Ventures completed its first license/partnership with EDI in 2021-2022.
  o **Active technology marketing**
    ([www.rochester.edu/ventures/](http://www.rochester.edu/ventures/))

• **Center for Integrated Research Computing (CIRC)**  
CIRC provides researchers across the University with hardware, software, training, and support necessary to utilize computational science and computing technology in research activities in all areas of academic scholarship. CIRC supports and evolves research through the use of advanced computing, storage, and visualization. As a
University-wide center, it provides technical support, collaboration, and infrastructure for advanced research computing needs for all faculty and students. (www.circ.rochester.edu/)

- **Health Sciences Center for Computational Innovation (HSCCI)**
  HSCCI supports high-performance computing in health sciences research. The VISTA Collaboratory provides a data visualization suite to all university researchers. HSCCI works closely with the Center for Integrated Research Computing (below) to operate the VISTA and provide computational and administrative support. The HSCCI operates a Pilot Grant program, soliciting and reviewing applications once a year (www.rochester.edu/hscci/)

- **The Center for Entrepreneurship,**
  This office was launched by the Ewing Marion Kauffman Foundation grant awarded to the University in 2003. It serves to identify and create new partnerships with students, alumni, local businesses, and non-profit organizations; coordinates and publicizes school-based experiences, including courses and signature programming; informs faculty of grant and bridging fellowship opportunities; and encourages collaboration among the schools engaged in entrepreneurship education at the University of Rochester. (www.rochester.edu/)

There are other University-based and regional organizations that also contribute strongly to research at the University, including:

The **School of Medicine and Dentistry** (SMD) serves as the locus for upstate New York biomedical research – with more than twice the NIH funding of the medical schools of Buffalo, Syracuse, and Albany combined. Over more than 3,000 personnel (including 677 faculty) drive a total research portfolio of $242 million that includes 1,844 active grants and contracts. SMD scientists collaborate across 40 different medical school departments and centers, as well as scientists throughout the University in research Programs of Excellence (POE). The goal is to achieve (inter)national recognition and enhance competitiveness for funding. Top among these POEs:

- **Wilmot Cancer Institute**’s 95 faculty hail from 13 departments. Together, WCI scientists attract approximately $32 million in annual grant funding. WCI scientists aided in two of the top five cancer discoveries of the past 50 years, as cited by the American Society of Clinical Oncology (ASCO): Contributions to the HPV cervical cancer vaccine, and pioneering work toward anti-nausea therapies to help patients tolerate chemotherapy. Wilmot WCI recently applied for NCI designation, the culmination of a years-long strategy to grow research and clinical missions.

- **Del Monte Neuroscience Institute** was designated as an NIH Intellectual and Developmental Disabilities Research Center in 2020 – recognizing its novel investigations into conditions such as Autism, Batten disease, and Rett syndrome. The Institute’s 80 faculty members have more than $54 million in annual grant funding.

- Many of the Medical Center’s landmark achievements that have improved worldwide health have involved vaccine development. SMD’s **Infection and Immunity** program
of excellence has 53 faculty with over $25 million in NIAID funding studying a range of infectious diseases including COVID, bird flu, HIV, and other respiratory pathogens.

- The **Center for Musculoskeletal Research**'s 77 established and early career scientists attract $22 million in annual funding, placing them among the top 10 in NIH funding for the discipline. Among the areas of investigation are artificial intelligence, bone and bone cancer biology, cartilage biology and arthritis, fracture repair and bone tissue engineering and more.

**The University of Rochester Clinical and Translational Science Institute (CTSI)** is a national leader in the expanding field of clinical and translational research. With funding from the National Institutes of Health (NIH) Clinical and Translational Science Award (CTSA), the CTSI has assembled the people and resources that will help scientists and physicians at the University of Rochester and across upstate New York collaborate to produce innovative science and technology that improves health. The Institute has one primary goal: that new preventive interventions, diagnostic procedures and treatments get to patients and communities faster than ever before. The CTSI also supports the Office of Clinical Research (OCR), which provides tools and services to help UR faculty and staff with the administration of clinical trials. By streamlining the processes behind clinical research, the OCR seeks to empower UR's clinical research teams to do more high-impact clinical trials that can advance clinical discovery and offer patients and community members more options and opportunities. The OCR also facilitates researchers’ ability to comply with clinical trial rules and regulations and produce successful outcomes.  ([www.urmc.rochester.edu/clinical-translational-science-institute.aspx](http://www.urmc.rochester.edu/clinical-translational-science-institute.aspx))

**The Center for Emerging & Innovative Sciences (CEIS)**'s mission is to promote economic development in New York State by bringing together companies and university researchers who have areas of common interest and encouraging collaboration through funding and outreach. Over the past ten years, CEIS funding has been leveraged to generate over $702 million in economic impact and the creation of 239 new jobs. By bringing together multiple universities, companies, government agencies, and economic development organizations in a collaborative environment, we provide leadership in the identification and realization of technology-driven economic development in the Finger Lakes region. ([www.ceis.rochester.edu](http://www.ceis.rochester.edu))

**The Institute of Optics** is internationally known as a leading center of education and research and has been educating scientists in the field of optics since 1929. To date, the Institute has granted approximately 2,800 degrees in optics, approximately half of all degrees awarded in optics in the US. The City of Rochester has been called the optics capital of the country, with a history of leadership in the optics industry by such companies as Eastman Kodak, Bausch & Lomb, Xerox, and Tropel. The Institute of Optics has been strong in research in the traditional area of optical engineering as well as the more recently developed areas of quantum optics and laser physics. ([www.hajim.rochester.edu/optics/graduate/](http://www.hajim.rochester.edu/optics/graduate/))

**The Center for Visual Science (CVS)** was founded in 1963 to bring together scientists from a variety of disciplines with the common goal of pursuing excellence in vision research. CVS consists of more than 30 research laboratories that include faculty from the Departments of Brain and Cognitive Sciences, Neurobiology and Anatomy, Neurology, the Flaum Eye Institute, and the Institute of Optics. These laboratories represent a diverse range of studies that span the development of the visual system to the interaction between visual perception and memory. CVS investigators employ an equally diverse set of approaches, from molecular genetics and
cellular biology to neurophysiology and psychophysics. The role of the Center is to integrate these approaches into a coordinated research effort.  [www.cvs.rochester.edu](http://www.cvs.rochester.edu)

**NextCorps** is a nationally recognized hub for innovation and economic development, and a non-profit affiliate of the University of Rochester, which seeks to help innovative technology companies launch and grow. In 2018, NextCorps opened a state-of-the-art business incubator facility in Rochester’s iconic Sibley building, rallying the community around the importance of supporting entrepreneurship and innovation. This sparked the creation of the Downtown Innovation Zone, which today is home to more than 190 innovative and creative class companies.

Over the past four years, NextCorps has provided incubator services to 139 startups and 23 University of Rochester student-led companies. It also created three unique accelerator programs—Luminate, Venture for ClimateTech, and Scale for ClimateTech—aimed at bringing emerging tech startups from around the world to Rochester, as well as the Embark accelerator that helps people in the Finger Lakes region start a software business using no-code tools.

An additional 129 startups have participated in these accelerators to grow their businesses and gain access to the rich resources and talent that exists in optics, photonics and imaging; climate technology; and scalable web and mobile applications. NextCorps is also helping them raise additional capital. To date, the companies have secured $252M, collectively. NextCorps also offers one of the top-performing Manufacturing Extension Partnership (MEP) programs in the U.S. to help local manufacturers find the funding and project resources needed for growth. In 2021 alone, manufacturers completed 195 projects, helping to create or retain nearly 1,100 jobs, resulting in an economic impact of $201.6M. ([https://nextcorps.org/](https://nextcorps.org/))

**Excell Partners, Inc.** is a unique regional economic development partnership established in cooperation with the University of Rochester and the State of New York to manage a state-supported fund which provides pre-seed and seed stage financing to high-tech start-up companies in the Upstate New York region. Like NextCorps, Excell is an affiliate of the University of Rochester. As of Q4 2021, Excell had $61M in assets under management, including $40M in direct management and $21M in co-managed funds (Impact Capital Fund); its typical investment is between $250K and $1.5M. ([www.excellny.com](http://www.excellny.com))

**The Role of the Vice President**

The vice president for research will define and shape the role as leader of the University’s research initiatives, infrastructure, and support for this central mission of the University of Rochester. The vice president will build further the collaborations that have contributed to the University’s research successes and find and enhance connections among the schools. The University’s research has global impact; the vice president will, through vision and persuasion, establish an environment in which the whole is greater than the sum of its parts.

The vice president for research will be the senior liaison with numerous government granting and regulatory agencies, including the NIH, NSF, DOE, DOD, NASA, HRSA and many others, and will be the University’s signing official on grant applications, ensuring compliance with federal research regulations.
The vice president will report to the president. Working with the deans and the faculty, and with the guidance of the trustees’ research and innovation committee, and others as appropriate, the vice president will define policy and budget processes for this university-wide function.

Direct reports to the vice president for research will include the:

- Laboratory for Laser Energetics (LLE)
- URVentures
- Office of Research and Projects Administration (ORPA)
- Office for Human Subjects Protection (OHSP) Center for Integrated Research Computing (CIRC)
- Health Sciences Center for Computational Innovation (HSCCI)

Opportunities and Challenges for the Vice President

**Articulate a vision for the research enterprise.** The new vice president will bring a vision for what is possible for the research activity at the University, recognizing scholarly opportunity and academic and industry trends, and positioning the University’s research and scholarship at the forefront of its fields of inquiry. The vice president will work with the University research community and senior leadership to develop and pursue a strategic plan for research. The new vice president will serve as a highly visible and inspirational leader and role model for the development of future leaders.

The key recommendations that have been presented to the Research & Innovation Committee of the University of Rochester’s Board of Trustees include the following:

**Develop, refine and implement the UR’s next research strategic plan.**
- Build research programs that enhance UR’s reputation, impact and contributions to society
- Enhance research infrastructure and space
- Establish a central research function that supports, coordinates and oversees research across river campus schools & integrates with SMD and LLE
- Invest in graduate student (and post-doctoral) programs

**Coordinate faculty nominations for major awards.** We will use data-driven methods to select and nominate faculty candidates from across the institution for highly prestigious international and national awards, with the goal of enhancing the visibility of our brightest scholars and building upon our institutional research reputation through centralized coordination.

**Facilitate improved performance in international ranking.** We will work with the Office for Global Engagement to develop strategies that yield improved performance in global rankings.
Evaluate the effectiveness of institutional pilot funding programs. We will develop a robust reporting structure around UR pilot funding programs (including the University Research Awards [URAs]) that: captures external funding and publications resulting from the seed grant program for the purposes of establishing Return on Investment (ROI); uses a common application and evaluation platform across the institution; allows for automated follow-up reporting and record keeping.

Serve as resource generator driving collaboration and growth of research initiatives with industry, government and the University. The new vice president will bring keen insight and instinct about the possibilities for research, including the market value of intellectual property, and will develop and execute strategic plans to drive the growth of research and the commercialization of inventions, spawned from the wide breadth of University laboratories and other centers of research and scholarly endeavor, as well as inventions developed in collaboration with other universities, government agencies, and the private sector.

The vice president will drive growth through leadership, through nurturing and coaching, and through integrating and guiding research initiatives. The current environment is one that celebrates entrepreneurial initiatives; the vice president will lead the effort to bring independent initiatives together, especially across school, center and departmental boundaries, and focusing on large interdisciplinary center and program project grants. The vice president will also seek to strengthen connections between the medical center and the River Campus. He or she will be charged with persuading investigators that coordination and collaboration will benefit them and the University, intellectually and financially.

Manage the administrative functions supporting research. Several teams have ably supported current initiatives at the University. The vice president will review the administrative functions supporting research activity, evaluating effectiveness and efficiency as well as assessing institutional impediments to collaborative research efforts. As appropriate, some structures may change to support the new University-wide approach to supporting research activity and some assets may be redeployed.

The vice president will be accountable for refining and implementing the vision and strategic plans for research establishing performance metrics for the overall initiative, streamlining processes and ensuring that strategic, tactical and performance goals are met.

The new vice president will set and realize a very high standard of ethics in research at the University of Rochester.

Serve as an advocate for the University research enterprise, internally and externally. The Vice President for Research will be the leading advocate for the research enterprise at the University of Rochester. This will include deepening connections to Federal government agencies, ranging from NIH and NSF DARPA, DOD, NASA, HRSA and many others, and representing the University’s accomplishments and possibilities to them, opening doors for new initiatives. In addition, the vice president will be the leading voice for University research capabilities within the State and region.

The Vice President for Research will also work closely with inventors and industry for potential collaborations and partnerships that will serve to drive commercial alignment and market
development of ideas. Cultivation of angel investors, venture capital firms, and others to drive potential growth will be essential.

Research is central to the culture at the University of Rochester. Yet, assuring that the organization is thoughtful and deliberate in all its parts to enhance the environment for research success will be a central charge of the vice president, to assure a structure that enhances opportunities and gives rewards for collaboration on research initiatives. The current infrastructure has been built to support the work of individuals and teams focused on scientific and intellectual ideas. The challenge for the new vice president will be to review and adjust as necessary that structure to encourage further additional research opportunities and new inter- and cross-disciplinary cooperation.

**Strategic Partner and Collaborator.** The Vice President of Research will act as a major strategic partner to the provost and the Dean of the School of Medicine and Dentistry in recruiting and retaining faculty and jointly creating the conditions to promote scholarly eminence at the University.

**Serve as a senior University leader.** The Vice President for Research will be a member of the president’s cabinet and the senior leadership group. It will be critical for the vice president to understand the University’s mission and vision, contribute to and help realize its strategic plans, and represent its interests across all parts of the University. The vice president will be a leading citizen of the University community.

The vice president will also work closely with the Board of Trustees Committee on research and Innovation, staffing it and participating in its deliberations.

**Qualifications and Qualities**

The ideal successful candidate will be a strong leader and scholar with the intellectual stature to inspire the faculty, staff, and students at the University with a sense of pride, purpose and quality. The ideal candidate will be a scholar of distinction committed to the search for new knowledge, and able to imagine new research possibilities for the University. The University seeks a person with an earned doctorate or equivalent terminal degree with a record of scholarship and research, demonstrated leadership and administrative ability, a documented record of funded research and significant personal research accomplishment, and successful experience in facilitating research, developing partnerships, and addressing critical issues for the research community. It is desirable that a candidate’s record be suitable for appointment as a tenured professor. Key qualities include:

- The vision to create and implement a strategic plan and direction to encourage and develop collaborative research within the schools and colleges of the University of Rochester, and externally with other institutions, agencies, and industry
- The ability to recruit and retain thought leaders in research and science with a focus on diversity, equity and inclusion
- Strong leadership, coaching, and mentoring skills
• A commitment to be inclusive, collegial, and open, yet decisive
• An entrepreneurial approach and a willingness to take considered risks and seize opportunities
• Experience in the management of research grants and contracts
• Expertise and effectiveness in the management of fiscal resources
• The ability to promote and implement activities to insure compliance with Federal and State regulations governing research.
• The expertise to respond to legislation and rule-making as it applies to University
• The ability to work with a diverse faculty in a wide range of research disciplines
• Superb interpersonal and communication skills with demonstrated success in creating a collegial academic community; political savvy
• Strong academic values and good academic judgment
• A conscientious university citizen

This is a remarkable opportunity for a leader of vision and demonstrated expertise to contribute to one of the preeminent universities in the nation.
Procedure for Candidacy

All inquiries, nominations, referrals and applications should be sent in confidence to:
Kathleen Gallucci
Wallis Hall, Room 263, Box 270013
220 Hutchison Rd
Rochester, NY 14611

Or email her assistant, Cheri Cole, at cheri.cole@rochester.edu

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