



Chief Research Officer

Penn State Harrisburg, a comprehensive college of The Pennsylvania State University, invites applications and nominations for the campus's chief research officer position, which is titled Associate Dean for Research and Outreach (ADRO). The ADRO will seize opportunities to expand research programs, connect research to real-world problems, and ensure translation of research to application. Initiating new partnerships and extending existing relationships with public and private organizations will be an important thrust of effort by the ADRO. Penn State Harrisburg can simultaneously advance the college's mission and serve the region's needs by working together with others.

In pursuing a higher level of excellence in research, discovery, and creativity, Penn State Harrisburg is excited to identify an energetic leader to inspire, develop, and implement a research and innovation plan. The ADRO will oversee or be integral to the college's 11 research centers and institutes, 240 faculty, and a team of nine in the Office of Research and Outreach.

ABOUT PENN STATE HARRISBURG

[Penn State Harrisburg](#) is located in Middletown, near the city of Harrisburg, the state capital of Pennsylvania. The college is easily accessible via interstate, rail routes from Baltimore, Philadelphia, Washington, DC, and New York, and Harrisburg International Airport.

Penn State Harrisburg has experienced dramatic growth and development since its founding in 1966. As recently as 25 years ago, more than half of the students were part-time graduate students. The college offered only upper-division undergraduate courses, and 95 percent of the students were Pennsylvania residents. Today, Penn State Harrisburg is a comprehensive college offering four-year undergraduate degrees in 37 academic majors, 21 master's degrees, and two doctoral degrees; more than 80 percent of the students are undergraduates. Penn State Harrisburg is the most diverse and fastest-growing among Penn State's [Commonwealth Campuses](#), and its 5,000 students include more than 500 international students from 50 countries. In addition to resident instruction, World Campus enrollment is over 2,000.

At Penn State Harrisburg, a vibrant and supportive college environment exists, with nationally accredited academic programs, award-winning faculty, and the resources of a world-class research university. Penn State Harrisburg offers 60 undergraduate and graduate programs and many opportunities to expand learning beyond the classroom including conducting research, joining honors programs, completing internships, and more.

Penn State Harrisburg comprises five schools: [The School of Behavioral Sciences and Education](#), [The School of Business Administration](#), [The School of Humanities](#), [The School of Public Affairs](#), and [The School of Science, Engineering, and Technology](#).

THE PENNSYLVANIA STATE UNIVERSITY

Founded in 1855, Penn State is one of the premier research universities in the world and a driver of economic growth and prosperity for the Commonwealth of Pennsylvania. Headed by Penn State's 18th President, [Eric J. Barron](#), and its Executive Vice President and Provost, [Nicholas P. Jones](#), the University embraces its tripartite mission of teaching, research, and service as U.S. higher education continues to evolve. With [24 campuses](#) throughout Pennsylvania, Penn State is the Commonwealth's land-grant institution and represents a strong economic engine across the state. Penn State's research and development expenditures from federal sources ([61%](#)) and the private sector have increased steadily over the past decade, and the University contributes significantly to the state's economy through innovation and technology transfer.

Granted the very high activity classification for research universities by the Carnegie Foundation, and with more than 6,400 full-time faculty and more than 275 baccalaureate degree programs, Penn State is a comprehensive academic institution with a \$6.5 billion annual operating budget. It enrolls approximately 98,000 students in one University on 24 campuses and online. At the University Park campus, degree programs are administered in 12 colleges: Agricultural Sciences; Arts and Architecture; Business; Communications; Earth and Mineral Sciences; Education; Engineering; Health and Human Development; Information Sciences and Technology; Liberal Arts; Nursing; and Science. Penn State's University-wide strategic plan can be found at <https://strategicplan.psu.edu/>

CAMPUS HISTORY

Penn State Harrisburg was founded in 1966 as Penn State's Capitol Campus, Pennsylvania's first upper-division undergraduate and graduate school and one of only three in the nation at the time. In the span of 50 years, the college has grown from eight faculty members and 183 students to 240 faculty and nearly 5,000 students. Over the college's five decades, there has been immense change – in academic and co-curricular programming, grounds and architecture, and the college community itself.

VISION STATEMENT

Penn State Harrisburg will be distinguished by educational excellence, innovative research, commitment to diversity, and strategic partnerships that support community building and increased access to education. These strengths will enable us to prepare our students to lead positive and sustainable change as ethical citizens.

MISSION STATEMENT

The mission of Penn State Harrisburg is to provide an integrated and responsive approach to education that benefits society. Penn State Harrisburg offers:

- Comprehensive, rigorous undergraduate, master's, doctoral and continuing education programs that broaden accessibility and produce knowledgeable and skilled graduates;
- A dynamic array of extra and co-curricular activities that enhances learning beyond the classroom, engages students in our community, and facilitates inclusiveness and diversity;

- World-class intellectual and creative pursuits that broaden our knowledge, enhance the value of teaching and learning, and promote academic excellence; and,
- A collective dedication to innovation, applied problem solving, and critical thinking that drives our mission of education, research, and service.

As the largest and most comprehensive of the University's Commonwealth Campuses, Penn State Harrisburg strives to achieve national and international standing in academic quality and impact upon the progress of society.

LEADERSHIP

Dr. John M. Mason Jr., a 1972 alumnus of Penn State Harrisburg, returned to lead the campus as chancellor and dean in 2018. Prior to his arrival at Penn State Harrisburg, he had served as vice president for research and economic development at Auburn University.

In his role at Auburn University, Mason served as the chief research officer and provided leadership for strategic research and economic development initiatives, overseeing research efforts with an annual average expenditure of \$130 million. He also served as the president and CEO of the Auburn Research and Technology Research Foundation, a nonprofit organization that provides management services to various research support services and private sector tenants and facilitates the commercialization of intellectual property of Auburn University.

Dr. Mason also served as an associate dean of the Penn State College of Engineering from 1997 to 2008, during which time he led the strategic and programmatic development in quality, quantity, significance, visibility, and recognition of the research and graduate educational programs in the College of Engineering. Mason was also a professor of civil engineering and director of the Pennsylvania Transportation Institute and the Institute for Advanced Studies in Transportation Engineering and Management.

Dr. Mason earned a Ph.D. in civil engineering from Texas A&M University and, prior to joining the Penn State faculty, was a civil engineer working on various highway design and safety projects. Dr. Mason is a professional engineer licensed in Pennsylvania. Dr. Mason serves on the boards of directors of several organizations, including the Harrisburg Regional Chamber and the United Way of the Capital Region.

STRATEGIC PLAN

[Penn State Harrisburg's Strategic Plan](#) is pursued in the context of three broad and mutually reinforcing priorities set by the academic leadership and endorsed by the Board of Advisers.

The first priority is to maintain and enhance academic excellence because the strength of academic programs is the foundation for their success as an institution.

The second priority is to strengthen faculty research and scholarship. Faculty-led research underpins academic excellence because new discoveries are directly incorporated into classroom learning and teaching and provide students with research experiences.

The third priority is to pursue the institution's strategic goals and objectives through public-private partnerships, because partnerships with government, industry, and the nonprofit sector connect a Penn State Harrisburg education and research programs to real-world problems and ensure translation of research to application.

RESEARCH

Penn State Harrisburg has set a goal for significant expansion of research and economic impact in the years ahead. To achieve this, we are recruiting and retaining outstanding research-active faculty and staff, including many international and early-career scholars. More than \$20 million has been invested in research laboratories since 2005. Design is underway for a new \$40 million academic learning center to be completed in 2023. A six-year \$18 million research development investment program is being launched this year. Our goal to significantly expand research activity is focused on three thrust areas representing core strengths of the college:

1. Public Policy: Public policy research and analysis accounts for roughly one-half of existing sponsored research at the college, primarily focused on state and local issues.
2. Health Sciences: Core strengths focus on bio-behavioral health conditions such as addiction, autism, and communications disorders, as well as biomedical research.
3. Science and Engineering: The college offers ABET-accredited engineering programs in all major fields plus programs in physics, biology, and other sciences.

In parallel with our academic research development efforts, we are pursuing creation of P-3 innovation activities on our campus to leverage research for economic and community impact. The western side of the campus, known as West Campus, comprises 80 (+/-) acres including a 15 (+/-) acre cluster of six existing buildings with approximately 85,000 square feet under roof, plus a developable 65 (+/-) acre vacant parcel known as Meade Heights, which many years ago was the site of housing. Our P-3 innovation activities on West Campus fall into three categories: 1) state and local policy; 2) bio-behavioral health; and 3) business and industry engagement. Innovation activities are currently underway in each of these three categories.

CENTERS AND INSTITUTES

The [Capital Area Institute for Mathematics and Science \(CAIMS\)](#) is devoted to the promotion of Science, Technology, Engineering, and Mathematics (STEM) education, continuing its founding mission to improve the delivery of STEM content, while forging a new path that strengthens research, professional development, entrepreneurship, and information services through collaboration between and among faculty on all Penn State campuses, and other universities, businesses, industries, and education partners.

Besides being an inviting physical space providing research materials in print and other media in the Penn State Harrisburg Library, the [Center for Holocaust and Jewish Studies](#) is actively involved in outreach programming such as public performances of music, drama, and dance; screenings of films along with discussions by their makers; and lectures and book talks with nationally recognized writers and researchers on the Holocaust and Jewish Studies. It is a research and teaching space for faculty, community members, and students and a creative space where the public can visit to be informed and inspired by music, literature, and art. As the name implies, it focuses many activities in the University and regional communities in a single visible place.

The [Harrisburg LaunchBox](#) provides programming to support entrepreneurship and innovation commercialization in the Capital region. Since 2016, the LaunchBox has worked with over 200 students, faculty, staff, and community entrepreneurs, providing training and resources to help foster new business creation and support economic development throughout the region.

The [Pennsylvania Center for Folklore](#) is committed to studying, documenting, and interpreting historical and contemporary cultural traditions and communities, especially in Pennsylvania, to promote greater knowledge of the diverse range of folklore and folklife across the Commonwealth, region, and nation.

The vision of the [Smart Home Research Initiative](#) is to become the premier research and advancement hub for smart home design, technology, lifestyle, energy, and policy in South Central Pennsylvania. Pennsylvania is ranked 5th in the US for the number of elderly residents, with an elderly population (65+) of 2 million. This number is estimated to be 3.2 million in 10 years, a growth of 60 percent. Coupled with the fact that 90 percent of the aging population still live in their homes or apartments, the need is evident for research into smart living and “aging in place.”

The [Central Pennsylvania Research and Teaching Laboratory for Biofuels](#) serves as a center to discover and disseminate knowledge addressing challenges in sustainable agriculture while providing interdisciplinary research training in plant tissue culture and molecular biology to cultivate diversified pools of talented students and bring underrepresented minorities into careers in biotechnology, medicine and health sciences.

The [Pennsylvania Recycling Markets Center \(RMC\)](#) is an independent Pennsylvania nonprofit corporation with a mission to reduce or eliminate barriers that lead to new expanded use of Pennsylvania’s recycled materials. The RMC team brings market development assistance to a near endless list of stakeholders, including entrepreneurs, manufacturers, recycled material processors, collection programs, haulers, and governmental agencies.

The goal of the [Center for Signal Integrity](#) is to support signal integrity research and product development for local and national companies and advance the research collaboration between Penn State Harrisburg and industry.

The [Douglas W. Pollock Center for Addiction Outreach and Research](#) works to develop and implement effective programs, policies, and practices to prevent and treat addiction and its spillover effects on children, families, and communities. The Center is focused on connecting community-based organizations and veteran populations to information, strategic planning, evidence-based education, tools, and resources needed to effectively and efficiently make measured, impactful change in combating the multiple types of addiction.

DIVERSITY, EQUITY, AND INCLUSION

Penn State Harrisburg values the fundamental worth of every community member and is committed to diversity, equity and inclusion (DEI) across the college. Penn State Harrisburg is committed to honoring and celebrating diverse identities including, but not limited to, race/ethnicity, LGBTQ+, gender identity and expression, socioeconomic status, age, disability, religion/spirituality, veteran status, nation of origin, documentation status, personal appearance, and political beliefs. This commitment to DEI is central to its

endeavors to enhance academic excellence, strengthen faculty research and scholarship, and pursue strategic goals through public-private partnerships. Academic excellence is achieved when students are prepared to become engaged citizens of the world. Part of Penn State Harrisburg's strategic plan calls for the development of curricula that challenge stereotypes, presumptions, and unconscious biases, encourage the development of critical thinking skills and promote cross-cultural and cross-identity appreciation, foster respectful dialogue across differences, and provide space for a free exchange of ideas and perspectives.

Penn State Harrisburg is committed to DEI as the college works to strengthen faculty research and scholarship. A diversity of scholars inspires new lines of inquiry and methodological pluralism. These diverse viewpoints lead to advances in scholarship, innovative analyses, new discoveries, and new solutions to the myriad problems facing the world. Locally, public-private partnerships will strengthen the workplace and Penn State Harrisburg's larger community. As such, Penn State Harrisburg pledges to increase the diversity of the college's workforce, including faculty and staff.

Penn State Harrisburg is committed to fostering a diverse, equitable, and inclusive learning community and has established numerous groups to pursue and accomplish this goal. These groups include the [Commission for Women](#), [Council on Race, Ethnicity, and Diversity \(CORED\)](#), [Diversity and Educational Equity, Committee \(DEEC\)](#), [International Student Support Services](#), and the [Office of Student Life and Intercultural Programs](#).

THE ROLE OF THE ASSOCIATE DEAN

While Penn State University's nomenclature is atypical—titling the Penn State Harrisburg chief research officer role as an associate dean—the ADRO is a key member of the senior leadership team and responsible for promoting high-impact research and scholarship across the various academic disciplines and units of the college. The position requires the strategic vision to plan and develop new, innovative research and outreach programs that engage faculty members, undergraduate and graduate students, government and industry partners, alumni, philanthropic donors, and other external constituencies. The Pennsylvania State University as a whole is ranked among the top 20 research universities in the nation with total FY 2019 research expenditures of more than \$1 billion. Penn State Harrisburg accounts for a fraction of this total, and a goal of the college is to substantially increase sponsored research and scholarly activities at the campus over the coming decade.

This Associate Dean directly oversees multiple units within the Office of Research and Outreach including:

- Office of Research Development and Administration, responsible for delivering coordinated support for research program development, proposal submission, and post-award management;
- Institute of State and Regional Affairs, an interdisciplinary public policy research unit accounting for \$1-2 million in sponsored research annually;
- Continuing Education, responsible for coordinated delivery of research and training services to government, industry, and nonprofit clients, engagement in regional economic development, and supporting business innovation and entrepreneurship; and,
- Pennsylvania Recycling Markets Center, a Commonwealth of PA sponsored unit responsible for developing applications for recycled materials.

OPPORTUNITIES AND CHALLENGES

The Associate Dean for Research and Outreach reports to the Chancellor and works in collaboration with the Senior Associate Dean for Academic Affairs and Administration and the leadership of the college and the University. With creative, inspirational leadership and enthusiasm for the research enterprise of the campus, the next ADRO will embrace the following opportunities and challenges:

Extend the vision and strategic priorities for research. The next ADRO will inherit a campus that is poised to further enhance the University's research footprint. The ADRO will have an opportunity to be a strategic partner to the Chancellor, campus leadership, faculty, and staff in setting and implementing a sustained vision and strategic priorities for research and innovation at the campus. With Penn State Harrisburg's talented community of researchers, demonstrated success with interdisciplinarity, and organizational systems and support, the ADRO's opportunities for impact are numerous.

Increase extramural award expenditures. Penn State Harrisburg is at an exciting juncture in its research portfolio. The campus aspires to grow extramural award expenditures to \$40M a year in line with the new strategic plan. There are early indications that much of the growth can come from the institutes and centers on the Harrisburg campus and through partnerships between faculty in the college working closely with the Office of Research and Outreach. This is an opportunity for the Associate Dean of Research and Outreach to visualize and shape the future direction of research at Penn State Harrisburg. The Associate Dean of Research and Outreach will be a critical leader in determining the incremental steps necessary to grow and strengthen the current infrastructure in place to support research and scholarship. The ADRO will also lead by example, inspiring and galvanizing faculty and staff to bring forth their very best efforts. The Associate Dean of Research must be a creative leader as the campus seeks to increase its research funding and footprint.

Expand research-support services. The ADRO will be dedicated to promoting the professional development of Penn State Harrisburg scholars by marshalling the resources of the Office of Research and Outreach to provide research-support services, including but not limited to statistical consultation, guidance on preparing book proposals, manuscript reviews, and training in presentation skills. Through such activities, the ADRO will be the campus leader who fosters the holistic skills required for successful scholarship.

Enhance diversity and inclusion. A truly diverse and inclusive faculty can achieve research excellence in its demographics and in its thinking. Demographic and disciplinary diversity and inclusion invite a broader circle of faculty, staff and students who can contribute to prominence. Intellectual diversity and inclusion are critical to the flourishing of a comprehensive research university that prioritizes interdisciplinary research. The ADRO will establish a diverse, inclusive, and equitable research environment and foster internal collaborations to spur intellectual curiosity and strong collaborations across the campus. The next ADRO should understand and appreciate research across all academic disciplines to ensure equity in research support and foster interdisciplinary collaborations among faculty.

Utilize an ideal location. Penn State Harrisburg's location makes it a destination for faculty and students drawn to working, studying, and living in an area that is fertile for many different research areas. Penn State Harrisburg is bullish about its existing and potential network and relationships with partners in the region including but not limited to the Penn State College of Medicine and Penn State Dickinson School of Law, and the U.S. Army War College.

Work collaboratively and serve others. The Associate Dean of Research and Outreach is the chief research collaborator—bringing people together from across campus to shape and promote opportunities and the direction of the University’s land grant mission. The ADRO will strive to foster an inclusive community of knowledge, discovery, and creativity dedicated to improving the quality of life and the human condition within the Commonwealth of Pennsylvania and throughout the world. To do that, the ADRO must continue to nurture the close relationships between the faculty in the five schools, the cross-disciplinary research institutes, and through graduate education and post-doctoral advanced training. These are inextricably linked to the success of the research enterprise and are in many respects, the engine that drives it. From intradisciplinary to transdisciplinary research, the Associate Dean of Research and Outreach will facilitate the development of research efforts to create new conceptual, theoretical, methodological, and translational innovations that address common problems and social change.

Further develop and build external relationships. The Associate Dean of Research and Outreach will have the opportunity to design and execute targeted strategies to increase research activity sponsored by the Pennsylvania state government, federal agencies such as the National Science Foundation, the Department of Energy’s Office of Science, and the National Institutes of Health and major private foundations such as the Andrew W. Mellon Foundation, the Bill and Melinda Gates Foundation, and the Ford Foundation.

Lead a high-performing team. The Associate Dean of Research and Outreach will lead a division that will partner with a wide range of units on campus. This will require the ability to lead and empower a team of talented individuals. The Associate Dean of Research and Outreach must be committed to fostering an environment of collegiality, transparency, and teamwork. While the ADRO will be the visible face of Penn State Harrisburg’s research efforts, the Associate Dean will also ensure that the Office of Research and Outreach functions as a key partner with faculty, staff, and students across campus and provides administrative support at every stage of the research and scholarship cycle. In addition, the ADRO will be accessible and responsive, foster and encourage creative thinking, reward success, and support the professional development of staff.

DESIRED QUALIFICATIONS AND CHARACTERISTICS

The successful candidate will have significant experience in a similarly complex research enterprise. Penn State Harrisburg is seeking diverse experiences and backgrounds that could include administrative experience within a university, in a government laboratory or agency, within a medical research facility, or as a senior research administrator within industry. No matter from which pathway a candidate emerges, it will be crucial to understand or be willing to learn and appreciate the culture found in academia. In addition, the ideal successful candidate will have professional qualifications, skills, experience, and personal qualities that may include those below:

- An earned doctorate;
- Significant experience in developing and managing large sponsored research programs;
- Experience as a leader in an interdisciplinary setting;
- A track record of leadership and innovation in the national and international research environment;
- Experience working with major research centers and the ability to enhance the educational and research missions of the college by creating further opportunities for global collaboration among students and faculty members;

- Proven management skills;
- Skills for developing collaborative relationships with government, industry, and other university partners.
- A visible leader who can motivate others around an articulated vision and be a strong advocate;
- An exceptional academic track record in teaching, research, and service may be considered for appointment at the rank of tenured full professor at the college;
- Demonstrated support for diversity, inclusion, and equity initiatives and an understanding that a diverse and multi-cultural community adds strength to an institution;
- Experience managing personnel, delegating responsibilities, and supporting and developing a team;
- A student-centered focus with a record of supporting student success initiatives;
- Experience working and navigating in a complex environment;
- Proven relationship-building and networking skills with both internal and external constituencies;
- Experience building and maintaining external partnerships and managing community relations;
- Intellectual humility and strong interpersonal skills with an emphasis on transparent communication;
- An open, approachable, and genuine demeanor and the capacity to listen to and incorporate input from all campus constituencies effectively; and,
- The highest personal and professional integrity.

For more information on Penn State Harrisburg, please visit its website: <https://harrisburg.psu.edu/>

For best consideration, please send all nominations and applications to:



Jim Sirianni, Managing Director
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Penn State is an equal opportunity, affirmative action employer. It is committed to providing employment opportunities to all qualified applicants without regard to race, color, religion, age, sex, sexual orientation, gender identity, national origin, disability, or protected veteran status.