

# UC San Diego

---

## Vice Chancellor for Research

The University of California, San Diego, seeks applications and nominations for the Vice Chancellor for Research (VCR) to provide strategic leadership at a leading global research powerhouse. The next VCR will be innovative, dynamic, and collaborative to continue UC San Diego's success in the areas of research and innovation. The new VCR has the opportunity to develop and articulate a strategic vision for the research operation at UC San Diego, while fostering a strong interdisciplinary focus across the University.

### ABOUT THE UNIVERSITY

Established in 1960, UC San Diego ranks as one of the top 15 research universities in the world, with a commitment to driving innovation that advances society, propels economic growth, and makes the world a better place. In FY 2020, UC San Diego received sponsored research awards and gifts of [\\$1.5 billion](#). In FY 2019 the University ranked sixth in the nation in total research and development expenditures in the [HERD](#) data. UC San Diego also helps sustain an active, entrepreneurial ecosystem in the surrounding community, with 2,900 inventions disclosed and more than 1,000 companies utilizing technology created at the University. With more than 35,000 full and part-time academic and staff employees, UC San Diego is the largest employer in San Diego County, with a significant economic footprint in the region.

With a wide-ranging portfolio of academic departments, programs, institutes, and research centers, UC San Diego provides a stimulating scholarly and educational environment across traditional disciplines and interdisciplinary domains. UC San Diego's rich academic portfolio includes seven [undergraduate colleges](#) (Revelle, Muir, Warren, Marshall, Roosevelt, Sixth, Seventh) and 12 undergraduate and graduate units ([Arts and Humanities](#), [Biological Sciences](#), [Jacobs School of Engineering](#), [Physical Sciences](#), [Social Sciences](#), [Halicioğlu Data Science Institute](#), [Rady School of Management](#), [School of Global Policy and Strategy](#), [School of Medicine](#), [Skaggs School of Pharmacy and Pharmaceutical Sciences](#), [Herbert Wertheim School of Public Health and Human Longevity Science](#), and [Scripps Institution of Oceanography](#)). The University also operates UC San Diego Health, San Diego's only academic medical center.

UC San Diego enrolls a diverse student body of 40,000, including nearly 32,000 undergraduates and more than 8,600 graduate, medical, and pharmacy students. The University's focus on student success, inclusive instruction, and social mobility serves students of wide-ranging socioeconomic, cultural, and academic backgrounds. More than one-third of new matriculants identify as first-generation college students, and nearly one-third are from historically underrepresented groups. With 20% full-time Latinx undergraduate student enrollment as of fall 2020, UC San Diego is an Emerging Hispanic-Serving

Institution (HSI) and is [working to become an HSI](#). As part of a student-centered university, all UC San Diego undergraduates belong to a tight-knit college community and are equipped to succeed through supplemental learning, faculty-mentored research opportunities, student success coaches, and more. The [Graduate Division](#), serves as the central resource for [graduate students](#) and their education, helping students advance in their academic disciplines and empowering them to prepare for long-term career success by offering innovative professional development programs in partnership with other campus units.

## ABOUT THE CHANCELLOR

Pradeep K. Khosla became UC San Diego's eighth Chancellor on August 1, 2012. During Chancellor Khosla's tenure, the University's sponsored research awards rose from \$950M to \$1.5B annually. Chancellor Khosla initiated and led UC San Diego's first-ever [Strategic Plan](#) and the ambitious \$2 billion [Campaign for UC San Diego](#). The Campaign, which is aimed at transforming the university physically and intellectually, has raised \$2.31 billion in eight years. Chancellor Khosla has significantly expanded college access and affordability for underserved populations, initiated interdisciplinary research initiatives to foster collaboration and solve societal challenges, and strengthened university and community relationships and partnerships. As UC San Diego continues to grow, the campus seeks to open itself up as a premier destination for the greater community, a welcoming place for patients and a vibrant center that supports students' development and provides opportunities for academic, personal and professional success. The campus is currently in the midst of a \$2 billion-construction plan aimed at expanding classroom and research space and doubling the number of on-campus housing units. With the Vice Chancellor for Research's and Chancellor Khosla's leadership, UC San Diego looks to expand its research and its impact on a global scale.

## LOCATION AND CAMPUS TRANSFORMATION

UC San Diego is located on the ocean side bluffs of La Jolla, California just 12 miles north of downtown San Diego. The campus sits on the ancestral homelands of the Kumeyaay Nation. The Kumeyaay people continue to have an important and thriving presence in the region and are integral to the fabric of the University. San Diego is the eighth-largest city in the United States and second-largest city in California. With a population of 1.4 million, the city is an ethnically diverse area with a near-perfect climate and easy access to beaches, mountains, and deserts. San Diego is also a vibrant cultural center, with world-class museums, theater, and music imbued with the traditions of the many cultures that coexist within the city limits, with immediate access to the border with Mexico. The development of UC San Diego's Downtown Center, in alignment with the campus-wide [Strategic Plan](#), makes this an exciting time to be on campus. With new buildings and bridges and the arrival of a light rail trolley that will further connect the campus to the San Diego region, the shift in the campus's physical fabric will be profound. The impact will span far beyond just new construction—it will serve to enhance the student experience, enrich the campus community, spark research and innovation, and provide greater campus access to the thriving communities of the greater San Diego region.

## EQUITY, DIVERSITY, AND INCLUSION

To foster the best possible working and learning environment, UC San Diego strives to maintain a climate of fairness, cooperation, and professionalism. These [principles of community](#) are vital to the success of the University and the well-being of its constituents. UC San Diego faculty, staff, and students are expected to practice these basic principles as individuals and in groups.

UC San Diego is an [inclusive community](#) where all have the opportunity to thrive. The University's academic environment encourages the pursuit of intellectual curiosity and enables all community members to have an impact as changemakers. UC San Diego recognizes that true excellence is achieved

when all feel respected for their perspectives, backgrounds, and heritage, and when all feel invited to be part of collective the efforts to improve the University. We aim for all Triton community members to be fully included in campus life and experience equitable opportunity in achieving their goals and aspirations.

## RESEARCH AND INNOVATION

As one of the world's top public research universities, UC San Diego is home to renowned faculty, dedicated staff, and motivated students who are passionate about using research as a foundation to make the planet healthier and improve the lives of people around the globe. For each of the past nine years, UC San Diego has earned more than \$1 billion in research funding—more than a quarter of the University's total budget.

[Research Affairs](#) supports the campus's ambitious research goals with high-quality expertise and services. Foci within Research Affairs include support for research and research compliance. Core services include: managing contracts and grants, research development, facilitating international collaboration, spurring innovation and commercialization, and supporting postdoctoral scholars.

### **Scripps Institution of Oceanography**

[Scripps Institution of Oceanography](#) at UC San Diego is among the world's premiere ocean, Earth, and atmospheric research and education institutions. Scripps scientists' work to understand and protect the planet contributes to solutions to the most pressing environmental challenges. Scripps leads research in climate change impacts and adaptation, resilience to hazards, conservation and biodiversity, oceans and human health, national security, and innovative technology to observe the planet.

### **UC San Diego Health**

[UC San Diego Health](#) is one of five academic medical centers within the 10-campus University of California System and the only academic medical center in the region. Home to [world-class medical and research facilities](#), UC San Diego Health includes three professional schools: UC San Diego School of Medicine, Skaggs School of Pharmacy and Pharmaceutical Sciences, and Herbert Wertheim School of Public Health and Human Longevity Science; 20+ graduate degree programs, master's and doctoral programs, as well as joint programs with San Diego State University; more than 1,700 faculty members, and 3,000 students, postdocs, residents, and fellows; and more than \$762M in faculty research awards in FY20.

### **Organized Research Units**

[Organized Research Units \(ORUs\)](#) promote multidisciplinary research and provide a supportive infrastructure for interdisciplinary research complementary to the academic goals of departments of instruction and research. ORUs must go through a structured review process that includes a supporting recommendation from the Academic Senate. Each ORU is headed by a tenured faculty director and receives financial support and space from the campus. Professional researchers and technical staff can hold their appointments with the ORU, which then serves as their home academic unit. Other units on campus, of a less formal character, may designate themselves as a center or a project, but they are not ORUs unless they have been officially approved as such.

The unique culture of research and administration among the major academic areas has led to a number of different implementation and management models for ORUs on the General Campus (GC), in the Health Sciences (HS), and at the Scripps Institution of Oceanography (SIO). The Vice Chancellors for Research, Health Sciences, and Marine Sciences have primary oversight of the ORUs in their respective

areas. The Vice Chancellor for Research consults closely with the Executive Vice Chancellor (EVC) in managing Research Affairs' portfolio of General Campus ORUs.

### Research Highlights and Accolades

- UC San Diego ranked 3rd among public research institutions in the U.S. by Nature Index for “high-quality science,” based on research publications in highly selective science journals in 2019. The campus also ranked 20th in the world out of 500 institutions and 7th among U.S. universities.
- Scripps Institution of Oceanography operates four research vessels, enabling faculty, students and researchers to address the planet’s most pressing environmental challenges within cutting-edge mobile laboratories. In 2019, the oceanographic research vessel *Bob and Betty Beyster* became the newest addition to the Scripps Fleet.
- UC San Diego recently competed successfully for a major NSF-supported [Materials Research Science and Engineering Center](#) – an \$18M, 6-year award that brings together investigators in Engineering, Physical Sciences, and Biological Sciences in the *UC San Diego MRSEC*.
- In addition to the new MRSEC, UC San Diego has many other major, federally funded centers and infrastructure awards. Among the many are:
  - NIH-supported *San Diego Center for AIDS Research* ([CFAR](#))
  - DOE-supported Energy Frontier Research Center ([EFRC](#)), *Quantum Materials for Energy Efficient Neuromorphic Computing* ([Q-MEEN-C](#))
  - NSF-funded Center for Chemical Innovation ([CCI](#)), *Center for Aerosol Impacts on Chemistry of the Environment* ([CAICE](#))
  - NIH-funded Clinical and Translational Science Award ([CTSA](#)), for the *Altman Clinical and Translational Research Institute* ([ACTRI](#))
  - Major NSF infrastructure award for *Distributed Energy Resources Connect* ([DERConnect](#))
  - NSF-supported National Nanotechnology Coordinated Infrastructure ([NNCI](#)) award for the *San Diego Nanotechnology Infrastructure* ([SDNI](#))
- In 2019, Nature Index ranked UC San Diego 9th in the world among the top 200 institutions in biomedical sciences in its first-ever assessment based upon published research in a targeted set of high-quality scientific journals. Among the top 200 health care institutions worldwide, UC San Diego Health Sciences ranked seventh.
- UC San Diego was named 13th best research university in the nation and 40th best college in the world by the Centre for Science and Technology Studies of Leiden University in its 2020 report that measured scientific impact of universities worldwide.
- Three Doctoral programs, Biological sciences, Bioengineering, and Scripps Oceanography are ranked 1<sup>st</sup> in the nation according to the results of the 2010 National Research Council Data-Based Assessment of Research-Doctorate Programs, conducted every ten years.
- Fifty-two faculty members at UC San Diego are among the world’s most influential researchers—those whose studies were among the top one percent most-cited publications in their fields based on their publications over the past decade—according to Clarivate Analytics’ 2020 Highly Cited Researchers report.

### THE ROLE OF THE VICE CHANCELLOR FOR RESEARCH

The Vice Chancellor for Research reports to the Chancellor and provides strategic direction for the University’s research efforts in collaboration with the Chancellor’s senior team. The VCR provides oversight of the University’s research support services, operations and administration, research compliance, economic development, and innovation programs.

The VCR is responsible for providing effective research-operations, -administration, and -development services; compliance and regulatory support; and economic development and innovation support

services, all in an integrated, sustainable model. Collectively, these services promote high-quality research initiatives, facilitate innovation and entrepreneurial endeavors, and ensure that the University's research and innovation programs enrich the quality and impact of the activities of faculty, staff, and students. Collaborating with other senior leaders, the VCR is responsible for establishing and implementing a long-term plan for research infrastructure needed to support the University's goals. The VCR also serves as a strategic resource for leadership, faculty, staff, and students for research planning and development, research operations, compliance and education, and technology transfer.

The VCR is responsible for promoting partnerships and collaborations that support the research goals of the University and for promoting University programs to potential partners, community and business leaders, government officials and federal agencies, donors, and other key stakeholders. The VCR is expected to support the University's core mission, strategic goals, and values, and to support and sustain a highly effective work environment and a culture of inclusion and collaboration. The VCR is responsible for contract and grants administration, innovation and commercialization, research development, the [natural reserve system](#), research compliance and integrity, postdoctoral and visiting scholars, and research affairs.

## OPPORTUNITIES AND CHALLENGES

Beyond playing a strategic leadership role in one of the top research universities in the world, the next VCR will embrace the following opportunities and challenges:

**Extend the vision and strategic priorities for research and innovation.** With \$1.5 billion in annual research expenditures, UC San Diego is a research powerhouse in the nation and the world. The next VCR will inherit a very strong research administration operation, and one that is well poised to further enhance the University's research footprint. The VCR 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 University. With UC San Diego's renowned community of researchers, demonstrated success with interdisciplinarity, and organizational systems and support, the VCR's opportunities for impact are unparalleled.

**Promote interdisciplinary collaborations.** The Vice Chancellor will be a collaborator and have the ability to bring people together across campus to nurture and support an interdisciplinary research culture that advances the frontiers of knowledge, shapes new fields, and disseminates discoveries that transform lives. To do that, the VCR must continue to foster the close relationship between the faculty in the academic colleges, the transdisciplinary ORU's, the Scripps Institution of Oceanography, and UC San Diego Health Sciences. It will be critically important for the VCR to foster productive relationships between the traditional research-heavy areas in STEM and disciplines in the arts, humanities, business, and social sciences to truly further interdisciplinary and high-impact research. From interdisciplinary to transdisciplinary research, the Vice Chancellor will facilitate the development of research efforts to create new conceptual, theoretical, methodological, and translational innovations that address societal and environmental problems and social change.

**Drive innovation and creativity.** UC San Diego excels in multidisciplinary problem-solving in medicine, science, the arts, and engineering. These efforts are supported by centers, programs, organized research units, and institutes that represent varying levels of financial and administrative support and independence. These entities allow the University's entrepreneurial faculty to move beyond academic departments to conduct leading-edge research and education. To support strategic initiatives in research, the University recently allocated \$1.5 million over two years to seed research opportunities. The VCR will have the opportunity to capitalize on UC San Diego's investments in research infrastructure

and research development to position the University to be even more competitive for large-scale grants and other extramural awards, enhance translational and commercialization pipelines, and build even stronger ties with national and international research organizations.

**Further develop and build external relationships.** As a highly regarded thought leader, the Vice Chancellor will further expand the reach and global impact of UC San Diego's research by continuing to forge partnerships with other national and international organizations, foundations, and researchers. The VCR will need to be an effective advocate for the university's research agenda within the state government and federal government agencies to attract large research grants. UC San Diego also plays a significant economic development role in San Diego and produces \$16.5 billion in annual economic impact throughout the state of California. The VCR will have the opportunity to further enhance UC San Diego's impact on local communities and the greater Southern California region.

**Lead a high-performing team.** The Vice Chancellor will be responsible for leading a campus organization that partners with a wide range of units within the University. This will require the ability to inspire, empower, and lead multiple teams of high-performing individuals. The VCR must foster a culture and climate of collegiality, transparency, and teamwork. The VCR will clearly define and communicate the roles and responsibilities of the units within the Office of Research Affairs that provide the administrative support and strategic guidance for the academics and trainees who conduct the research. The Vice Chancellor will be accessible and responsive, foster and encourage creative thinking, reward success, and support the professional development of Research Affairs' personnel. The next VCR will be an excellent communicator to efficiently further research initiatives throughout the University. The VCR will also be expected to develop and articulate a research strategy and vision to support continued growth of UC San Diego.

### **DESIRED QUALIFICATIONS AND CHARACTERISTICS**

The successful candidate for this position will be an experienced, strategic, and visionary leader with an earned doctorate and the academic credentials required for a tenured faculty appointment at the rank of professor in an academic department of the University. The candidate of choice will also have a documented record of extramurally funded research and significant individual research accomplishment. A record of demonstrated commitment to diversity, equity and inclusion, a collaborative and respectful demeanor, effective communication skills, and the interest in and ability to interact successfully with internal and external constituencies including government and industrial entities are desired.

Competitive candidates for this role will appreciate all scholarly disciplines, including those outside of STEM fields, and have experience in fostering transdisciplinarity and supporting cross-campus projects or programs. Technology transfer and commercialization, entrepreneurial activities, conflict of interest, sponsored programs, and competitive grant processes, procedures, and regulations are among the most important domains the successful candidate will have had prior experience leading.

The next VCR will possess many of the following qualities and qualifications:

- Demonstrated ability to provide strategic leadership in multi-disciplinary, transdisciplinary, and campus-wide research and scholarship;
- Demonstrated success in forging partnerships;
- Track record of leadership and innovation in the national and international research environment;

- Experience working with major research centers and ability to enhance the educational and research missions of the University by creating further opportunities for global collaboration among students and faculty members;
- Senior administrative experience;
- Knowledge of the role of philanthropic foundations in supporting research and scholarship;
- Familiarity with university commercialization efforts;
- Knowledge of intellectual property guidelines to develop a culture of academic research excellence while building on technology transfer and economic development activities;
- History of strong interactions with government agencies and industry, and knowledge of national and international research trends;
- Rigorous knowledge of federal research policies and compliance regulations;
- Understanding of federal and state appropriations processes, grants and contract administration, and strategic planning with accountability measures;
- Experience with personnel and budgetary management in a complex environment;
- An understanding of contemporary higher education, research development, and the development of research infrastructure;
- Flexibility and ability to learn and adapt to UC San Diego's complex organizational structure;
- Track record of supporting graduate and undergraduate student research efforts;
- Ability to inspire trust and build relationships across all University constituencies;
- High emotional intelligence and exceptional interpersonal and communication skills;
- Demonstrated interest in providing a supportive environment for individuals from all backgrounds;
- Strong commitment to and appreciation of effective practices in diversity, equity, and inclusion in higher education;
- Highest standard of personal ethics and integrity; and,
- An entrepreneurial spirit, high level of energy, sense of humor, empathy, and grace under pressure.

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



Jim Sirianni, Partner

Julie E. Tea, Partner

Brian Bustin, Senior Associate

[UCSDVCRsearch@storbecksearch.com](mailto:UCSDVCRsearch@storbecksearch.com)

(484) 263-5534

*The University of California San Diego is an equal opportunity/affirmative action employer. Diversity is a defining feature of the University of California, which embraces it as a source of strength. Differences—of race, ethnicity, gender, religion, sexual orientation, gender identity, age, socioeconomic status, abilities, experience and more—enhance the university's ability to achieve its core missions of public service, teaching, and research. UC welcomes faculty, staff, and students from all backgrounds and wants everyone at UC to feel respected and valued.*