



## **Vice President for Research, Economic Development and Knowledge Enterprise Position Profile**

The University of Texas at San Antonio (UTSA) invites nominations, expressions of interest, and applications for the position of Vice President of Research, Economic Development and Knowledge Enterprise (VPREDKE). The next Vice President is expected to possess strong communication skills, a commitment to transparency, a collaborative approach, and a willingness to find creative solutions for short- and long-term issues.

### **The University of Texas at San Antonio**

UTSA is a leading urban-serving university focused on driving San Antonio's knowledge economy, serving more than 32,000 students supported by 1,322 faculty and 5,050 staff and student employees. It is the largest university in the San Antonio metropolitan region and the third largest of nine academic universities and six health institutions within The University of Texas System.

UTSA specializes in research in the following areas:

- Cyber (cybersecurity/ data analytics/ cloud computing/ informatics)
- Health (neuroengineering/ infectious disease/ bioregeneration/ population studies)
- Fundamental Futures (space systems/ materials/ national security/ smart infrastructure)
- Social-economic transformation (disparities/ entrepreneurship/ career-engaged education/ human development)

As a Hispanic Serving Institution (HSI) of learning and discovery, UTSA embraces multicultural traditions and is highly focused on student success and meeting the educational needs of its many 1<sup>st</sup> generation, transfer, DACA, Veteran and international students. UTSA prides itself on its diverse student population. More than 60% of UTSA students are from underrepresented groups, and nearly half (45%) of UTSA undergraduates will be first-generation students earning their bachelor's degrees. Additionally, transfer students comprise about 39% of UTSA's total undergraduate population. Further enhancing an already diverse student population is UTSA's military community, which makes up approximately 14% of total students. This includes active duty military members, veterans, reserves/guard, and their spouses and dependents.

UTSA delivers high quality academic programs, impactful research activity and community engagement at two primary locations —

- The 600-acre *Main Campus* is the hub of UTSA and home to students nearly every hour of the day and night. It includes the College of Business, College of Engineering, Honors College, College of Liberal and Fine Arts, College of Sciences, University College and part of the College of Education and Human Development. It is also home to the Student Union, the Convocation Center, more than 350 student organizations, residence halls, two libraries and research laboratories and core facilities. The adjoining Park West

Athletics Complex sits on 125 acres near the Main Campus and features a soccer field and a track and field stadium.

- The *Downtown Campus*, located in the heart of San Antonio's business, social and cultural scenes, offers undergraduate and graduate degree programs in the College of Architecture, Construction and Planning, the College of Public Policy and the College of Education and Human Development. More than one-third of UTSA's graduate students take classes at the Downtown Campus. Many of the university's community outreach programs and extended education offerings are located at this urban campus, which serves as a convenient location for community-wide events. The Campus will undergo an aggressive 10-year development plan to grow to triple enrollment, with a goal of reaching 15,000 students by 2028. Key components of the downtown expansion include the new School of Data Science and the National Security Collaboration Center.

UTSA also is proud of our Institute of Texan Cultures, located on Hemisfair Park, that produces exhibits, cultural programs, and community events, as well as hosts field trips and teacher training, which examines and celebrates culture in Texas. As a Smithsonian Affiliate, the Institute hosts exclusive artifacts and educational programs from the Smithsonian Institution for the benefit of the people of Texas.

In 2017, Dr. Taylor Eighmy was appointed as the 6<sup>th</sup> UTSA president. President Eighmy brings a strong track record of advancing top research universities through strategic government collaborations, public-private partnerships and community engagement. His experiences as an administrative leader, researcher, inventor and professor have influenced his perspective as a champion of student success, particularly regarding the impact of experiential learning and undergraduate research programs. President Eighmy has recently unveiled a vision to make UTSA San Antonio's research university of the future and an institution that produces graduates who can tackle today's challenges. Read more about the [Research Excellence Initiative](#).

UTSA advances knowledge through research and discovery, teaching and learning, community engagement and public service. It serves as a center for intellectual and creative resources, as well as a catalyst for socioeconomic development and the commercialization of intellectual property—for Texas, the nation and the world.

With an emphasis on entrepreneurship, innovation and transdisciplinary collaboration, UTSA is leveraging its research and development capabilities to benefit the San Antonio community and the world beyond by focusing on society's grand challenges. UTSA's research volume has expanded rapidly, with total R&D expenditures reaching \$69.7 million in FY18. As part of President Eighmy's vision to make UTSA San Antonio's university of the future, the university is defining and executing strategies leading to National Research University Fund (NRUF) eligibility and an R1 classification from the Carnegie Commission.

UTSA is ranked among the top six young universities in the United States and among the top 150 young universities in the world under 50 years old, according to Times Higher Education's prestigious [Young University Rankings](#). UTSA has been recognized as the #1 Hispanic Serving Institution in the nation by *Bloomberg*, *Businessweek*, and has the #1 cybersecurity program in the nation according to a survey by Ponemon Institute. *Hispanic Network Magazine* also includes UTSA amongst its "Best of the Best" rankings of U.S. universities. It is among an elite group of U.S. universities to earn the Carnegie Foundation's Community Engagement Classification. For more information about UTSA, including the celebration of the 50<sup>th</sup> anniversary of the founding of the university, please visit <http://www.utsa.edu/>.

### **Position Summary**

Reporting to the President, the VPREDKE serves as the chief research officer of the institution, working closely with the Provost and the Senior Vice President for Business Affairs. The Vice President provides leadership, oversight, vision, and management of all aspects of the University's research operations, centers and institutes, commercialization and economic development services. In leading the Office of Research, Economic Development and Knowledge Enterprise, the Vice President is responsible for guiding an organization deeply committed to successfully supporting the academic and research mission of the University. In addition, the office oversees the commercialization and economic development initiatives at UTSA.

The VPREDKE will play a significant role in the development of a strategic vision for the Office of Research, Economic Development and Knowledge Enterprise in promoting interdisciplinary and cross-disciplinary research; working closely with the colleges to integrate research and education at both the graduate and undergraduate levels, and identifying and deploying the resources necessary for campus-wide priorities to be successfully achieved. In doing so, the VPREDKE will engage the deans and faculty in addressing needs and issues across the organization while ensuring that the seasoned leadership team in Research maintain a significant commitment to customer service and mission support—building upon UTSA's core values of integrity, excellence, inclusiveness, respect, collaboration, and innovation. In working toward the University's strategic goals, the VPREDKE will have the opportunity to create and leverage new avenues of communication to outline institutional resource needs, constraints, and priorities with a level of transparency that will enable the campus community to understand the research enterprise of the University.

The University is an important partner with the City of San Antonio, the surrounding Bexar County and the larger region; and, the VPREDKE is a critical member of the campus team committed to accomplishing the institutional, regional, state-wide, and national vision of the campus and the UT System. As a strategic advisor to the President and Provost, the VPREDKE makes recommendations regarding research objectives, programs, policies, and practices to foster collaborative research partnerships at the local, state, and federal agencies to develop research opportunities.

In order to achieve President Eighmy's ambitious vision for UTSA's future, the next VPREDKE will be a creative, solution-oriented entrepreneurial and forward-thinking individual whose personal mission resonates with UTSA's values and aspirations. The University will require effective and efficient solutions to resource utilization and infrastructure management as it integrates innovative approaches and best practices to reach the goal of becoming a nationally recognized research university. The VPREDKE will lead an organization that demonstrates nimbleness and flexibility, providing the tools necessary to increase the quantity and quality of proposal submissions, building upon areas of research excellence where UTSA already has national recognition and focusing on new, emerging areas of research.

### **Duties and Responsibilities**

The Vice President for Research, Economic Development and Knowledge Enterprise (VPREDKE) manages institutional resources in concert with the President and senior leadership team in order to support the institutional mission and vision, while maintaining accountability and the public trust. In this role, the VPREDKE is responsible for the management of all aspects of the research operations, centers and institutes, commercialization and economic development at UTSA. Working in close partnership with the President and the Provost, the VPREDKE

represents UTSA throughout the state and nation with regard to research activities and programs, develops and fosters relationships with local, state, and federal agencies and assists faculty members in working with those agencies to develop research opportunities (STEM and non-STEM) and serves as an executive level liaison to UT System.

In addition to managing research operations, the VPREDKE will play a critical role in strengthening cooperative research and instructional endeavors with public and private organizations, and oversee various federally-mandated research, commercialization, economic development and administrative infrastructures. To successfully address UTSA's wide ranging needs, the VPREDKE will work closely with the Office's leadership team to ensure that best practices are implemented in each of these areas with a keen focus on customer support, satisfaction, and safety. It is expected that the VPREDKE will establish a culture that embraces strategic risk-taking, entrepreneurship, and a proactive approach to problem solving.

To achieve these objectives, the VPREDKE will pursue multi-institutional research collaborations, including with UT Health partners and top-20 research universities who are seeking opportunities to partner with an HSI. Continuously linking the research landscape with UTSA's student-centric approach, the Vice President will work with other campus units to advance talent pipeline development, including targeted approaches for URM students, through participation in research mentorship experiences.

The VPREDKE will manage a varied and comprehensive organization of departments, programs, services, and initiatives to create a campus environment that enriches entrepreneurship, innovation, transdisciplinary collaboration, while promoting academic and research achievement. In overseeing these units, the VPREDKE provides leadership, innovative services, creative solutions and integrated systems to ensure the success of the University mission. Currently, the VPREDKE is responsible for proactively managing employees across the following departments:

- Office of Research Support
- Office of Research Integrity
- Office of Commercialization & Innovation
- Office of Sponsored Project Administration
- Institute for Economic Development
- Research Service Centers

Reporting directly to the Vice President are the Assistant Vice President for Strategic Initiatives and Research Partnerships, Associate Vice President for Institutional Initiatives, Associate Vice President for Research Integrity, Associate Vice President for Sponsored Project Administration, Assistant Vice President for Research Finance and Operations, and Director of Commercialization and Technology Transfer.

The VPREDKE serves on the President's Cabinet and Provost's Leadership Council and participates actively in all aspects of institutional planning and program development in support of UTSA's mission and the strategic plan; works collaboratively with other administrative divisions across the university to identify and advance shared goals and interests; participates on committees and in activities to promote the success of the institution, administration, faculty, staff and students; and participates in professional organizations and community activities to promote the institution locally, statewide, and nationally.

For more information about the Office of Research, Economic Development and Knowledge Enterprise, please visit: [UTSA Research](#).

### **Opportunities and Challenges**

The Vice President will provide leadership in several critical areas including, but not limited to:

- **Planning** – The Vice President will work closely with the President, the Provost, and the Senior Vice President for Business Affairs to develop and plan for increasing faculty research and scholarship aligned with institutional goals.
- **Enhancing Infrastructure** – The Vice President must be a creative leader who is willing to take calculated risks on the path to attaining and sustaining R1 research university status. The Vice President must understand and support the balance between pursuing R1 status while maintaining a high-quality teaching environment and providing the necessary infrastructure for achieving the University’s strategic goals.
- **Building New Partnerships** – The Vice President will be required to function as an active and visible member of the San Antonio and campus communities and will establish and nurture existing relationships and pursue mutually beneficial alliances. This includes a commitment to working across all campus units and actively seeking new opportunities for collaboration within the University and with external community partners. Open avenues of communication between these varied stakeholders will assist the Vice President and the University leadership in establishing and leveraging new relationships and partnerships that will further elevate the University’s stature locally and nationally and potentially lead to the creation of new revenue streams.
- **Developing and Retaining a High-Performing Team** – The Vice President will be responsible for overseeing a wide-range of functional units within the University. This will require an ability to lead and empower staff within the Office. The Vice President will support the professional development of staff and assist them in becoming leaders in their respective fields. Moreover, the Vice President will provide the leadership necessary to create an environment that encourages entrepreneurship, values collegiality, and rewards success.
- **Communication and Transparency** – The Vice President will be expected to create a culture within the Office committed to effectively and proactively communicating with a wide-range of internal and external constituents. Therefore, the Vice President will possess strong listening skills, the ability to engage stakeholders in meaningful discussions, and an openness in providing information about the decision-making process and how decisions will impact university stakeholders.

### **Qualifications**

The successful candidate should possess national distinction as a scholar, researcher/practitioner, and educator with the accomplishments expected for appointment as a tenured full professor at the University of Texas at San Antonio. The Vice President for Research, Economic Development and Knowledge Enterprise should also possess the following qualifications:

- An earned doctorate or other terminal degree from an accredited university and record of outstanding scholarship in their academic discipline;
- 10 years of progressively responsible administrative leadership roles in a large, complex environment (preferably within higher education or a related field) with strong strategic, analytical and technology skills, integrity, creativity, and responsiveness to opportunities;
- Experience in developing research and graduate studies across the spectrum from individual faculty projects to large scale, multidisciplinary initiatives in research and graduate programs;
- A clear record of successful training of graduate students;
- An understanding and familiarity with Texas higher education funding, state-based formula- and performance-based funding, and Texas legislative budgeting and appropriations processes;
- A familiarity with decentralized, incentive-based budgeting;
- A track-record of building effective teams, developing and retaining talented staff, and working within a diverse organization;
- Success leading initiatives within an organization that has a diverse set of stakeholders;
- Demonstrated success identifying creative approaches to addressing problems and instilling a service- and solutions-oriented approach throughout an organization;
- A history of working with stakeholders across an organization to ensure processes and procedures are clear, consistent, efficient, effective, and aligned with organizational values and objectives;
- A record of successfully managing existing resources, budgeting and planning skills and identifying new revenue streams to advance an organization's goals;
- Success leveraging technology to ensure accurate and timely information is provided to decision-makers;
- A demonstrated ability to lead and work with a wide range of functional units;
- Experience working with external partners to identify mutually beneficial partnerships; and
- Experience working at or above the level of chair, center director, or college administrator.

### **Qualities and Characteristics**

The successful candidate should possess the following qualities and characteristics:

- Creative, solution oriented, optimistic, collaborative;
- Effective verbal, written, and interpersonal communication skills;
- An inclusive, collaborative, and transparent approach to decision-making that engenders trust;
- A desire to listen to stakeholders and understand the mission, vision, values, and history of an organization;
- The ability to thrive in a dynamic, fast-paced environment;
- A positive, proactive, and enthusiastic outlook;
- Impeccable integrity and values that align with those of UTSA;
- A commitment to diversity, equity, and inclusion;
- An ability to enable and encourage innovation while also mitigating risks; and
- A willingness to ask challenging questions that will lead to effective decision-making.

### **San Antonio, TX**

San Antonio is the 7<sup>th</sup> largest city in the United States with a thriving economy based on New Energy, Bioscience/Healthcare, Aerospace/Aviation, Military, Financial Services, Information Technology and Cyber, and Tourism. It is recognized worldwide as the home of The Alamo and the Riverwalk. The city is celebrating growth and a rich, forward looking culture, and is a place of inclusiveness. In 2018, San Antonio celebrated the 300<sup>th</sup> anniversary of its founding by Spanish missionaries.

San Antonio provides an environment where professional satisfaction and career achievement are paired with optimal quality of life. It is a city that celebrates its rich heritage yet is progressive in embracing the future. With areas such as the beautiful Pearl and Southtown, revitalized and revamped for urban space, as well as their celebrated historical spaces. This is a city that fosters entrepreneurial growth, co-working spaces, and accelerators/incubators – environments that encourage building foundations for business, and a business-friendly economy. San Antonio residents benefit from no state income tax and access to scenic pathways across the city to museums and art galleries, history, culture, performing arts, theme parks, family fun, dining and nightlife, festivals and events, shopping, sports and year-round outdoor lifestyle.

### **Application and Nomination Process**

The Search Committee will begin reviewing applications immediately and continue to accept applications and nominations until the position is filled. Applicants must submit: a current resume or curriculum vitae and a cover letter describing relevant experience and interest in the position. Nomination letters should include the name, position, address and telephone number of the nominee. All applications and nominations will be handled in confidence.

Applications and letters of nomination should be submitted through the UTSA online recruitment system: <http://jobs.utsa.edu/postings/12558>

Questions may be submitted to [k.espy@utsa.edu](mailto:k.espy@utsa.edu)  
Refer to code “UTSA-VPREDKE” in the subject line

***UTSA is committed to provide equal employment and educational opportunities for all qualified persons without regard to race, color, national origin, religion, sex, age, veteran status, disability or sexual orientation.***