

VICTOR R. MCCRARY, JR.

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Daniel Rodas
Vice President
Isaacson, Miller
263 Summer Street, 7th Floor
Boston, MA 02210

Dear Mr. Rodas (Dan),

Please accept this letter of intent for your consideration for the position of Vice President for Research at Texas Tech University. Accompanying this letter is my curriculum vitae which cites examples of research innovation, administration, and entrepreneurship coupled with more than twenty years of experience creating unique strategies, preparing students and principal investigators to compete on the global stage, establishing strategic research partnerships with philanthropic and public funding communities, and the capability to execute and achieve a compelling research vision within the institution's tradition. Texas Tech University attracts my interest because it is the flagship within the Texas Tech University System, and its desire to take the next steps to both and expand its research footprint nationally, to foster increased interdisciplinary collaboration across its enterprise, and increase technology commercialization. Allow me to expand on these points.

In my current role as the Vice President for Research and Economic Development at Morgan State University, the efforts of our team have resulted in awarded grants and contracts totaling \$28M in FY13, \$30M in FY14, \$29M in FY15, and \$32M for FY16. Our team successfully managed a \$28.5 subcontract which entails oversight of over two dozen research scientists at NASA's Goddard Space Flight Center (and was recently renewed in November 2016 for \$18M). Our success in garnering sponsored research grants is complimented by collaborating with my colleagues in Institutional Advancement. I engage considerably with state and Federal legislators, and over the years I have built an extensive network of Federal funding agency relationships. Recently, we successfully had the Maryland 2017 State Legislature change our designation to "Maryland's Premier, Public, Urban Research University". Also, the state legislature is funding the University for \$1M/year for three years to fully staff our Office of Technology Transfer. In addition to my primary duties, I have contributed service to the University by participating as the chair on the selection committee for a new dean for the School of Engineering, and on the selection committee for the School of Computer Science, Mathematics, and Natural Sciences.

The National Institute of Standards and Technology (NIST) and The Johns Hopkins University Applied Physics Laboratory (APL) provided me significant experience in strategic planning, administration, and building an influential sponsored funding network, and Morgan State University has been the beneficiary of these career experiences. My experience has been with large research organizations (Hopkins-Carnegie Classification R1), medium size (NIST), and smaller organization (Morgan – Carnegie Classification R3) In particular,

understanding that innovation occurs at the seams of orthogonal disciplines and stakeholders, and acting on that premise (and taking the risk) leading towards high-reward outcomes. This is where relationship management and the investment in the quality of those relationships with government, industry, and academia has been a key to my effectiveness.

Living a mission and vision is important for any institution; however, without strategic planning, it all becomes an illusion. At NIST and Johns Hopkins, I developed, along with my colleagues, strategic plans inclusive of key stakeholders resulting in roadmaps which our stakeholders embraced and supported. Specifically, the strategic plan at NIST for our division led to the early development of electronic book and optical disc standards; the business and technology plans developed at Johns Hopkins led to the judicious investment of resources towards projects which eventually garnered significant external funding in the areas of advanced materials, autonomous systems, quantum computing, and bio-surveillance. The fiscal management of any institution flows out of its strategic plan, and this is especially important as universities must allocate resources carefully in an ever changing business model for higher education. At Morgan State University, our team has gained experience with the financial challenges we face as a public institution and the need to manage our resources strategically, coupled with an entrepreneurial flair to seek new revenue streams in support of the University's ten-year strategic plan.

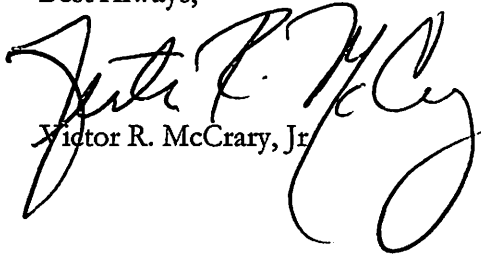
My division also coordinates the Morgan Community Mile (MCM) program, a signature initiative of the university within the Division of Research and Economic Development. This effort engages the 114,000 residents in the approximately twelve square miles which surrounds Morgan's campus. We have established a MCM Board consisting of umbrella community organizations and Morgan faculty. We established five 'Priority Areas' for the MCM with near-term and long term goals. Accomplishments include our 'Live Near Your Work' program to incentivize our Morgan staff to buy homes in the MCM; research grants to reduce smoking and HIV/AIDS funded by the Department of Health and Human Services; and efforts for energy literacy and sustainability in the community.

In summary, my experience brings significant value-added to the role of vice president for research. The following are my character highlights which can be leveraged for the opportunities that await Texas Tech University:

- Expanding the environment for student success through student research internships, and faculty partnerships with National Laboratories, the Department of Defense, and industry;
- Establishing interdisciplinary research centers of excellence, and partnerships with foundations and non-traditional stakeholders;
- Developing visionary, and innovative approaches towards increasing the University's sponsored research funding, especially contracts;
- Leading by example with high energy to empower students, faculty, and staff towards developing a research entrepreneurial ecosystem;
- Meticulous risk management and oversight of a strategic planning process which is inclusive, transparent and inspiring.

Thank you in advance for the opportunity to present a high level introduction of my professional career and experience. I look forward to meeting with you to discuss further this opportunity!

Best Always,

A handwritten signature in black ink, appearing to read "Victor R. McCrary, Jr.", written in a cursive style. The signature is positioned above the printed name.

Victor R. McCrary, Jr