



## TEXAS TECH UNIVERSITY\*

### Vice President for Research Texas Tech University Lubbock, Texas

#### THE SEARCH

Texas Tech University (Texas Tech or TTU) located in Lubbock, Texas, seeks an experienced and innovative leader to serve as the Vice President of Research (VPR). As the champion of the University's research mission, the VPR will join Texas Tech at a time of unprecedented growth and momentum. As such, s/he will provide the leadership necessary to significantly increase external funding for research, foster innovative scholarship and creative activity in all fields including interdisciplinary and transdisciplinary collaborations, and ensure compliance with all applicable laws and regulations.

Established in 1923, Texas Tech is a public, top tier research-intensive university. With an endowment of over \$400 million, the University has an enrollment of over 36,000 students and offers more than 150 bachelors, 100 masters, and 60 doctoral degree programs across its main campus, its eLearning online courses, and its six in-state satellite campuses. Encompassing ten academic colleges, a Graduate School, and a School of Law, Texas Tech University is the largest institution and the flagship of the Texas Tech University System. The System also operates a medical school, Texas Tech University Health Sciences Center, which is located on Texas Tech's main campus and offers many joint degree programs. The University is a member of Big 12 athletic conference with 17 teams in 11 varsity sports.

Texas Tech University's research profile has grown dramatically over the past decade, with total research expenditures increasing by more than 125% since 2011. TTU is a designated Emerging Research University in the State of Texas. In 2012, the University was certified to have met the metrics needed to access the National Research University Fund established by the state. The University was also recently designated as a Tier One Research University by the Carnegie Classification of Institutions of Higher Education. Texas Tech's goal is to develop a research portfolio commensurate with member institutions of the Association of American Universities.

In this highly-visible role, the VPR will serve as the university's principle research officer reporting directly to the President and serving as a member of his cabinet. Working collaboratively across the research enterprise, this role will be responsible for developing a dynamic strategic plan aimed at advancing Tech Tech's top tier research status; fostering collaboration across the university and system to enhance cooperative, interdisciplinary research programs and opportunities; developing new and nurturing existing external partnerships that maximize TTU's research resources; promoting and supporting a culture that values compliance with all regulatory bodies; and managing all resources associated with the Office of the VPR. Supporting these efforts will be a staff of approximately 260 and a budget of \$36 million.

The successful candidate will have an earned doctoral degree, relevant administrative and leadership experience coupled with a record of advancing research at a research-intensive doctoral university, and a record of distinguished scholarship and funded research. Evidence of leadership of a large interdisciplinary university, research center(s) or other activities of comparable size, scale, and complexity is expected. In addition, experience in supporting technology transfer, commercialization, and industry partnerships; a record of infrastructure development with multiple constituencies; and an understanding of the need to develop research interests throughout the University as well as collaborations with the Texas Tech University Health Sciences Centers is expected. A keen understanding of federal funding mechanisms, advocacy and compliance will be essential.

***Texas Tech University has retained Isaacson, Miller, a national executive search firm, to assist in this important recruitment. All inquiries, nominations, and applications should be directed to the search firm as indicated at the end of this document.***

## **BACKGROUND AND CONTEXT**

### **History**

Originally named Texas Technological College, Texas Tech University was created by legislative action in 1923. Two years later, it opened its doors with six buildings and an enrollment of 914 students across four schools: agriculture, engineering, home economics, and liberal arts. Growth was slow in the first half of the 20<sup>th</sup> century, but gradually the College began expanding its offerings to more than just technical subjects. With the addition of the School of Law in 1967, the School of Medicine in 1969, and the continued growth in enrollment and subject areas, Texas Technological College formally became Texas Tech University on September 1, 1969 by action of the Texas State Legislature.

Since then, colleges have been added and some have changed their names to reflect the broadening fields each serves. In addition to its graduate and professional schools, Texas Tech is now home to ten colleges: Agricultural Sciences and Natural Resources; Architecture; Arts and Sciences; the Rawls College of Business Administration; Education; the Whitacre College of Engineering; the Honor College; Human Sciences; Media & Communication; and Visual and Performing Arts. In 1996, the Board of Regents of Texas Tech created the Texas Tech University System, which only originally included Texas Tech and the Texas Tech University Health Sciences Center, but now includes Angelo State University and multiple campuses for the Health Sciences Center. The institution has five satellite campuses located in Texas—in Abilene, Amarillo, Fredericksburg, Highland Lakes, and Junction. The University also has a satellite campus in Seville, Spain.

### **Location and Campus**

Lubbock is in the northwestern part of Texas and is the 11<sup>th</sup> most populous city in the state with a population of nearly 300,000. A city rich with culture and diversity, over 30 percent of the population is Hispanic or Latino. Lubbock's nickname, "Hub City," derives from it being the economic, education, and health care hub of the multicounty region, north of the Permian Basin and south of the Texas Panhandle, commonly called the South Plains. The area is the largest contiguous cotton-growing region in the world, while at the same time being selected as the 12<sup>th</sup> best place to start a small business by CNNMoney, due to its central location, low rent for commercial space, and cooperative city government.

Texas Tech's campus is located on 1,869-acres in the heart of Lubbock, making it the second largest contiguous university campus in the United States. The Spanish Renaissance-themed campus, described by author James Michener as "the most beautiful west of the Mississippi until you get to Stanford", has been awarded the Grand Award for excellence in grounds keeping, and has been noted for possessing a

public art collection among the ten best in the United States. The University is a major contributor to the local economy, generating more than \$1.15 billion in economic impact and sustaining more than 13,300 jobs per year in the region.

## Mission Statement

*As a public research university, Texas Tech advances knowledge through innovative and creative teaching, research and scholarship. The university is dedicated to student success by preparing learners to be ethical leaders for a diverse and globally competitive workforce. The university is committed to enhancing the cultural and economic development of the state, nation and world.*

## TEXAS TECH UNIVERSITY TODAY

### Students

Texas Tech students are increasing in number and academic preparation. Hailing from all 254 counties in Texas, 50 states, and more than 120 countries around the world, enrollment has increased steadily over the past decade. Freshman selectivity has increased as well. As a state public university, Texas Tech is subject to Texas House Bill 588, which guarantees Texas high school seniors in the top 10% of their graduating class admission to any public Texas university. In 2012, 20.3% of incoming freshmen were admitted in this manner. In total, about half of incoming freshmen finished in the top quarter of their graduating class.

Though graduation and retention rates have improved over the past decade, TTU still falls short of national averages on both measures. TTU's six-year graduation rate is 62 percent, and one-year retention rate is 82 percent, with a goal of increasing these numbers to 70 percent and 90 percent, respectively. TTU is strategically focusing on strategies to improved retention and persistence such as advising, training and resources, the use of predictive analytics and early-warning systems for at-risk students, and additional support for transfer and international students.

### Academics

Texas Tech is home to a diverse, highly revered pool of distinguished scholars who collaborate across disciplines and professional areas to inspire students to a love of learning, the skills to conduct powerful research, and experience in real-world application of knowledge and problem solving. Over 1,350 full-time and 248 part-time faculty support a student-to-faculty ratio of 22 to one. In 2013, ten faculty members were awarded grants from the Fulbright U.S. Scholar Program, the most in the University's 92-year history.

A Texas Tech education engages students in a variety of hands-on and experiential learning opportunities. At the undergraduate level, the University offers programs in the humanities, the natural and social sciences, engineering, business, and the performing arts. Cross-disciplinary study is intentionally supported, and individual student interests are met through independent study, internships, and an emphasis on research. TTU's Howard Hughes Medical Institute Undergraduate Research Program is the only program of its kind in Texas and one of only 13 nationally to have received continuous funding since 1993. TTU Study Abroad also offers international programs in more than 70 countries.

At the graduate level, TTU offers degrees in the agricultural sciences, architecture, business, education, engineer, arts, law, and the arts and sciences. Texas Tech offers approximately 60 doctoral degrees, over 100 master's degrees, and more than 60 graduate certificate programs. As the reputation of TTU increases, programs are being added and expanded, and research expenditures are on the rise. The Masters

of Business Administration program in the Rawls College of Business is ranked 77<sup>th</sup> by Bloomberg Businessweek and TTU's Graduate School was also named a 50 Best Value School for 2017.

Texas Tech is accredited by the Southern Associate of Colleges and Schools Commission on Colleges.

## **Diversity**

Access, diversity, and inclusion are core values at Texas Tech. Approximately 40 percent of TTU's student population and about 35 percent of faculty are from historically underrepresented groups. A large portion of students are first generation and 60 percent of students apply for need-based aid. In light of this, the University is committed to expanding its successful online programs and increasing financial aid and scholarship opportunities (currently, 48 percent of full-time undergraduates receive some kind of need-based financial aid). Texas Tech aims to reach Hispanic-Serving Institution status by 2020 and increase enrollment that reflects the diversity of the state. In 2012 and 2013, TTU received the Higher Education Excellence In Diversity Award, and in 2014 that Champion of Diversity Award from the American Association on Affirmative Action. Texas Tech was also honored by the American Association of University Women as one of seven schools that empower women.

## **Leadership and Governance**

Dr. Lawrence Schovanc is the 17th president of Texas Tech University. Prior to his appointment, he served as the university provost since December 2013 and was interim president from July 2012 through March 2013. He also served as the dean of the College of Arts & Sciences, and chair of the Department of Mathematics & Statistics. Other than two appointments as a visiting professor at Texas A&M and a research fellow at the U.S. Air Force Astronautics Laboratory, Schovanc has spent his entire career at Texas Tech University. As an administrator, he has been a strong advocate for educational and outreach activities in areas of science, technology, engineering and mathematics (STEM). In support of his research and STEM activities, he has received more than \$3.2 million in external funding, primarily from the National Science Foundation.

The President is supported by an administrative team of nine that includes the: Senior Vice President and Provost; Chief Financial Officer and Vice President for Administration & Finance; Vice President for Research; Senior Vice President for Institutional Diversity, Equity & Community Engagement; Chief of Staff and Associate Vice President for Administration; University Counsel; Director of Intercollegiate Athletics; Senior Associate Vice President for Enrollment Management; and Special Assistant to the President and Professor of Environmental Toxicology. The President reports to Chancellor Robert L. Duncan, the fourth chancellor of the Texas Tech University System as of July 2014. The Chancellor is supported by a nine-member Board of Regents.

## **THE FUTURE OF TEXAS TECH**

Texas Tech is in the midst of its 10-year strategic plan: "Making it possible...Texas Tech's Strategic Plan for 2010-2020." At its outset, the plan's purpose was to serve as a roadmap to becoming a Tier One National Research University (NRU) in the state of Texas. In 2012, the University received NRU status and has consequently benefitted from nearly \$8 million annually from the National Research University Fund. The challenge is for the University to maintain its high quality education for undergraduate students, while at the same time expanding its focus on graduate education and building its research profile. Through new collaborations with other universities and partnerships with industry leaders, Texas Tech is focused on enhancing its position as a world-class teaching and research institution. For more about the strategic plan, please visit: <https://www.ttu.edu/stratplan/>

In 2016, Texas Tech was listed among the nation's top doctoral universities in the latest Carnegie Classification of Institutions of Higher Education, one of only 15 universities to move into this category since the previous ranking in 2010. The Princeton Review ranked Texas Tech among the 125 best colleges in the Western United States in its 2015 edition and US News and World Reports ranks the University #176 among National Universities. Texas Tech's eLearning Program earned national recognition on January 10, 2013, when it ranked 11th overall among online colleges on Guide to Online Schools' 2013 Online College Rankings. The online engineering program also gained recognition from US News and World Report, ranking 20th on their list of the best graduate online engineering programs.

### **THE OFFICE OF THE VICE PRESIDENT FOR RESEARCH AT TEXAS TECH**

The Office of the Vice President for Research envisions a culture of creativity, discovery, innovation and collaboration, empowering Texas Tech University to become an elite national research university. According to its mission statement, "The Office of the Vice President for Research facilitates excellent research, scholarship, and creative activities for all and promotes an academic environment embracing curiosity, innovation, debate, diversity, ethics and integrity. The Office supports responsible and safe conduct of research, faculty development and recognition, interdisciplinary collaborations, externally sponsored research, partnerships with industry and community and application of research for the benefit of society."

Texas Tech is home to over 70 research centers and institutes. The Office of the Vice President for Research supports these centers and institutes by fostering meaningful partnerships and collaborations, connecting researchers with core facilities, disseminating research through various scholarly magazines and journals, and ensuring that researchers are using best safety practices and are in compliance with necessary laws and regulations. The Office also supports faculty scholars in identifying external funding to support research. In October 2016, the Office conducted an extensive survey on faculty needs for external funding, and is using the results to make it easier and more efficient for faculty to submit grant proposals.

#### **The Research Advisory Council**

The Office of the VPR has a Research Advisory Council (RAC) comprised of 26 members. The RAC is a formal standing council of TTU, and its principal mission is to provide advice and input to the VPR. The purpose of the RAC is to help and assist the VPR and the institution in meeting research, creative activity, and scholarship strategic priorities, particularly as they relate to the Strategic Plan for TTU and the Strategic Plan for Research. The RAC is a representative body with voting members appointed from each college or school and additional members appointed representing libraries and research centers.

#### **The Innovation Hub at Research Park**

One way the Office of the VPR supports innovation is through its Innovation Hub at Research Park. "The Hub" as it is called opened its 40,000 square-foot, \$29 million facility during the fall of 2015. The Hub supports economic growth of the state and region fostering public-private partnership and providing a place for the entrepreneur community to learn as well as launch start-ups. The Hub and its leaders accomplish the mission collaboratively working with all System stakeholders, the business community, and federal and state leaders. A multi-disciplinary approach to academics, co-curricular programs, research projects and a world class LEED facility is the foundation to build a knowledge-based economy.

## **The Office of Research Commercialization**

The Office of the VPR also supports the Office of Research Commercialization (ORC), which helps move research discoveries from the university laboratory to the marketplace. The Office identifies commercially viable inventions, provides technology assessments, protects intellectual property with patents and copyrights, leverages marketing and industry connections to translate research, and provides licensing and legal services. ORC works with researchers and business partners to help translate Texas Tech innovations into commercial applications and successfully bring them to market.

## **THE ROLE**

The VPR will provide oversight and stewardship of fiscal and human resources within the Office of the Vice President of Research. The budget of \$36.3 million includes all funding sources (state, institution, restricted, and auxiliary) for Research, Research Services, Economic Development, Compliance, Multidisciplinary Research Centers and Institutes, Research Agency, and Research Commercialization. With a total research volume of \$160-\$170M, the VPR will also oversee a staff of 260 dedicated and talented employees along with an operating budget of \$10M. The full organizational chart can be found here: <https://www.depts.ttu.edu/vpr/downloads/vpr-org-chart.pdf>

## **OPPORTUNITIES AND CHALLENGES**

The new Vice President for Research will join the institution at a critical and exciting juncture in its history: the student academic profile is becoming more competitive, reputation and reach is on the rise, staff and faculty are excellent, new collaborations and partnerships are being established, and the research profile is broadening and expanding. To support this momentum, the VPR will need to address the following opportunities and challenges during the first years of his or her tenure:

### ***Advance TTU's top tier research status in Texas and beyond.***

The VPR will develop and implement an innovative and actionable strategic plan aimed at supporting the University's goal to boost its research status. Working closely with the University's leadership, particularly the president, academic deans, the provost, and the chief financial officer, the VPR will advance and champion Texas Tech University's research mission. TTU's goal is to grow research expenditures, NSF Awards, NIH Awards, Doctoral Research Assistantships on Externally Funded Awards, collaborative research projects between TTU and TTUHSC as well as increase the overall number of proposals submitted. In pursuit of this, the VPR will work with principal investigators, the Research Advisory Council, and Institutional Advancement to double federally supported competitive funding and total research funding in five years.

### ***Enhance cooperative, interdisciplinary research across the University and System.***

The VPR will serve as the driving force behind collaborations and partnerships across the University as well as engagement in system-wide research efforts. S/he will work across departments to enhance cooperative, interdisciplinary research programs at Texas Tech and with the Texas Tech University Health Sciences Centers in an effort to bolster federally and industry sponsored funding. The VPR will help develop research-related degree programs and support an environment where faculty are excited by potential transdisciplinary collaborations. S/he will also interact with Texas Tech University System personnel who are responsible for leading and promoting research initiatives to federal, state, and corporate stakeholders.

***Foster external partnerships aimed at maximizing TTU research resources.***

The VPR will play an important external role and must be creative in thinking about ways to maximize resources, both human and fiscal, in pursuit of its research goals. This involves supporting and creating large, multi-institutional research partnerships, including partnerships with state and federal agencies, national laboratories, corporations, foundations, and other universities (both domestically and internationally). S/he must also encourage entrepreneurial activity and innovation through the University's Innovation Hub at Research Park and the Office of Research Commercialization in its role to support local and regional startup incubation.

***Promote and support a culture of compliance.***

The VPR will emphasize a culture that values safety and compliance training that is based upon industry best practices. S/he must develop, maintain, and publish up-to-date information regarding policies, standards, and guidelines while ensuring consistent application of policies and standards across all disciplines, research centers, and institutes. In pursuit of this, the VPR will continue to establish health and safety committees in colleges, centers, or departments as suited to disciplinary complexity. In addition, the VPR will serve on a number of institution wide committees related to research compliance and safety.

***Manage and develop an exceptionally strong and diverse research team.***

With highly experienced staff and a strong sense of comradery, the VPR must unite the entire division around a sense of shared mission while providing clarity of purpose in advancing the strategic goals of the University. It is paramount that the VPR be a visible, accessible, and supportive leader who builds relationships with staff at every level of the organization. S/he must provide ongoing professional development opportunities and place a high value on internal growth. The next VPR will foster an environment that truly values a campus that is growing in diversity with regard to race, gender, academic preparation, sexual orientation, socioeconomic status, physical ability, and gender identity, and will be the leader in facilitating discussions in how the Office of the VPR can support this growing diversity.

**QUALIFICATIONS AND EXPERIENCE**

The Search Committee understands that no single candidate will have all the ideal qualifications, but it seeks candidates who bring many of the following experiences, abilities, and qualities:

- A terminal degree along with relevant leadership experience advancing research at a research-intensive university or institute and a record of distinguished scholarship and funded research.
- Proven track record of supporting technology transfer, commercialization, and industry partnerships.
- A history of promoting research interests and collaborations across an institution or system and with external partners.
- Keen understanding of federal funding processes, advocacy, and compliance.
- A leadership style characterized by the highest personal integrity and ethics, transparency, accessibility, and openness to a team-centered environment.
- An enthusiasm for collaborating with other departments and infrastructure development with multiple siloed constituencies; demonstrated capacity to create cross-campus partnerships.
- A deep understanding of the educational value of a diverse community; a demonstrated track record of advancing diversity and enhancing inclusiveness.

- Proven leadership skills; a demonstrated ability to mentor and support staff and provide successful oversight of people, budget, and space; a track record for inspiring a diverse staff with energy and dedication to their professional development, as well as commitment to clarity and accountability.
- A commitment to service coupled with excellent interpersonal skills.
- Outstanding communication skills (both written and oral) demonstrated by the ability to interact comfortably with a wide range of diverse people.
- Ability to obtain Personnel Industrial Security Clearance by the Department of Defense is required.

#### **APPLICATIONS, INQUIRIES, AND NOMINATIONS**

All inquiries, nominations/referrals, and resumes with cover letters, should be sent electronically and in confidence to:

Dan Rodas, Vice President  
Jane McMahon, Managing Associate  
Randi Alberry, Associate  
Isaacson, Miller  
[www.imsearch.com/6110](http://www.imsearch.com/6110)

*Texas Tech University System will not discriminate in its employment practices because of an applicant's race, color, religion, sex, sexual orientation, gender identity, national origin, age, disability, genetic information, status as a protected veteran, or any other legally protected category, class or characteristic. Texas Tech is an Equal Opportunity and Affirmative Action Employer.*