



Vice President for Research Position Profile

Florida State University (FSU) invites nominations, expressions of interest, and applications for the position of Vice President for Research (VPR). The University seeks a dynamic and entrepreneurial leader and scholar who will partner with Dr. Richard McCullough, FSU's newly appointed President, in developing a bold, new vision for the University's research enterprise.

Florida State University

As one of the nation's elite research universities, and one of the largest and oldest of the 12 institutions of higher learning in the State University System of Florida, FSU offers a distinctive academic environment built on its cherished values and unique heritage. With nearly 44,000 students, approximately 6,600 employees and an operating budget of \$1.62 billion, FSU provides a welcoming campus environment on the oldest continuous site of higher education in Florida with a prime location in the heart of the state capital. U.S. News and World Report ranks Florida State University System as #19 among all public universities in the nation, and the state of Florida's university system as #1 in the nation. Underlying the educational experience at FSU is the development of new generations of citizen leaders, based on the concepts inscribed in the University's seal: Vires, Artes, Mores — Strength, Skill and Character.

Combining traditional strengths in the arts and humanities with internationally recognized leadership in the sciences, FSU provides unmatched opportunities for students and faculty through challenging academics, cultural discovery, and community interaction. FSU's 18 colleges and its Graduate School offer more than 276 undergraduate, graduate, doctoral, professional, and specialist degree programs, including medicine and law. The University awards over 3,000 graduate and professional degrees each year. With an impressive breadth of leading graduate, professional and undergraduate programs, FSU is a demanding, intellectually stimulating, yet warm and caring environment for students and faculty. Recognized nationally for its strong commitment to diversity, FSU is a national leader in the number of doctorates awarded to African American students and in the graduation rate of African American undergraduates. The College of Medicine and College of Law are ranked among the nation's Top 10 for Hispanic students. The University also has over 60 years of experience in international education and is a leader in the field of study-abroad programs, ranking 11th in the nation in providing students with extraordinary study abroad experiences through its permanent study centers in London, Florence, Valencia, Panama City, Panama, and summer-specific programs in various locations around the world.

FSU's arts programs — performing and fine/visual arts, design, and education — rank among the finest in the world, offering an arts education comparable to leading conservatories. The creative writing program is home to the most consistently honored and published student body in the country. FSU also operates the Ringling Center for the Cultural Arts in Sarasota, which includes the John and Mable Ringling Museum of Art, the largest museum/university complex in the nation, and home to the FSU Center for the Performing Arts, which houses the Asolo Repertory Theatre.

Other programs consistently included in the top public university rankings include physics, chemistry, political science, psychology, criminology, public administration, library science,

human sciences, business, education, social work, and law. At the Ph.D. level, interdisciplinary programs draw on notable research faculty strengths that transcend the traditional disciplines, including neuroscience, molecular biophysics, computational science, materials science, and research at the National High Magnetic Field Laboratory — home to the world’s most powerful magnets. More than 2,000 scientists from around the globe utilize the magnet lab each year to conduct their research

Throughout its history, FSU has grown its academic organization and expanded from the original few acres and buildings to 384 buildings on 1,632 acres, including the downtown Tallahassee main campus of 485 acres, the Seminole Reservation—a recreational facility, the Coastal and Marine Laboratory on the Gulf Coast, the FAMU-FSU College of Engineering facility, the National High Magnetic Field Laboratory and Division of Research at Innovation Park, and the campus in Panama City, Florida. FSU campuses host international programs in Florence, London, Valencia, and Panama.

Additional information about FSU, its history and programs can be found at <http://www.fsu.edu>.

New Leadership Team

President Richard McCullough

Richard McCullough became the 16th president of Florida State University on Aug. 16, 2021, bringing more than 30 years of academic research and leadership experience to the role as well as a commitment to innovation, entrepreneurship, and diversity, equity and inclusion. McCullough is a serial entrepreneur successfully launching two companies.

Prior to joining FSU, McCullough had served as vice provost for research and professor of materials science and engineering at Harvard University since 2012. In this role, he oversaw the development, review and implementation of strategies, planning, and policies related to academic research. In addition, he led an office of Foundation and Corporate Engagement and assisted in the oversight of more than 25 interdisciplinary institutes, centers and oversaw entrepreneurship across the university.

Previously, McCullough spent 22 years at Carnegie Mellon University in Pittsburgh, where he began his academic career as an assistant professor of chemistry in 1990 and became the Thomas Lord Professor of Chemistry in 2009. He was promoted to head of the chemistry department in 1998 and then served as dean of the Mellon College of Science from 2001 to 2007 before becoming the university’s vice president for research.

A first-generation college student from Mesquite, Texas, McCullough attended Eastfield Community College before earning a bachelor’s degree in chemistry from the University of Texas at Dallas in 1982 and a doctoral degree in organic chemistry from Johns Hopkins University in 1988. McCullough also spent two years as a postdoctoral fellow at Columbia University in New York.

To view the President’s recent State of the University address including his bold vision for building its research and innovation portfolio, please visit <https://www.youtube.com/watch?v=hK6dtaaVRL4&feature=youtu.be>

Provost and Executive Vice President James J. Clark

James J. Clark became the Provost and Executive Vice President of Florida State University on January 3, 2022. He graduated from Siena College (B.A. 1980), the University of Kentucky College of Social Work (MSW 1983) and the University of Chicago (Ph.D. 1995). From 2015-2021 he served as Dean of the College of Social Work at Florida State University. Prior to that he served for three years as the Director of the School of Social Work at the University of Cincinnati, as well as Associate Director for Research and faculty member at the University of Kentucky from 1991-2012. Clark co-founded the UK Center on Trauma & Children, a nationally recognized clinical research center and has published in the areas of evidence-based behavioral health, forensic mental health, child and adolescent traumatic stress, criminal justice, ethics and accountability, and psychobiography and the study of lives. Dr. Clark also co-founded a private sector company that developed novel approaches for work with at-risk children and families.

During his term as a dean at FSU, Dr. Clark developed and enhanced research centers that have driven innovations in criminal justice, child and family assessment and interventions, university student resilience, and other translational science programming. His leadership is characterized by interdisciplinary team science, translational research, and community-based strategic partnerships.

Research at FSU

FSU has received the Carnegie Foundation's highest designation (Doctoral Universities: Very High Research Activity) and consistently ranks in the top 10 universities nationally in physical sciences grants awarded by the National Science Foundation. In addition, many of the University's research programs are among the best in their respective disciplines including programs in physics, chemistry, statistics, ecology, evolutionary biology, meteorology, political science, psychology, sociology, criminology, and information studies. FSU also produces exceptional scholarship from highly ranked programs in the humanities and performing and fine/visual arts and each year attracts world-class exhibitions and performers to Tallahassee. FSU faculty includes members of the National Academy of Sciences, the National Academy of Engineering, the National Academy of Medicine, the National Academy of Inventors, and the American Academy of Arts & Sciences; Pulitzer Prize winners; Oscar winners; and Guggenheim, Fulbright, and National Endowment for the Humanities fellows. Six Nobel laureates have been associated with FSU.

University researchers foster collaborative partnerships and pursue creative research endeavors at centers and institutes within and outside of the main campus. One prime example of these partnerships are the centers at Innovation Park, located at the University's southwest campus. This research park is home to the FAMU-FSU College of Engineering (a unique partnership between a leading HBCU and Research 1 university), the National High Magnetic Field Laboratory (the only national laboratory in the state of Florida), the High-Performance Materials Institute, the Center for Advanced Power Systems, the Aero-Propulsion, Mechatronics and Energy Center, the Learning Systems Institute, the Florida Center for Reading Research, the Institute for Justice Research and Development, the Center for Population Sciences for Health Equity, The Center for Translational Behavioral Sciences, and the Center for Ocean-Atmospheric Prediction Studies.

In 2020, Florida State University had [\\$350 million in research expenditures](#). In addition, the University experienced a corresponding increase in commercialization of intellectual property to include a growth in invention disclosures, patent applications and awards, and licenses executed. The President and Board of Trustees envision that the Office of Research partner with the

surrounding North Florida community in the development of companies from the University's technology innovations.

Position Summary

Reporting to the President and working closely with the Provost and Executive Vice President for Academic Affairs in aligning research with FSU's overall academic mission, the VPR is responsible for developing institutional research policies and procedure, coordinating and providing oversight of research, scholarship, and creative activity at FSU, and serving in a crucial leadership role in defining and meeting the emerging research opportunities of the future. In addition, the office oversees the identification, marketing and licensing of intellectual property developed at FSU and works to enhance economic development initiatives.

The VPR will lead the University in achieving the goals of its research and economic development agenda including: promoting interdisciplinary and cross-disciplinary research; integrating research and education at both the graduate and undergraduate levels; ensuring the integrity of research processes and policies; stewarding the special physical and computational infrastructure necessary for research leadership; establishing collaborative research partnerships between the University and key stakeholders at the local, regional, national, and international levels; participating in federal and state policymaking regarding research and economic development; and engaging a broad range of individuals in research, scholarly, or creative activity that strengthen the University's research enterprise.

The VPR will also promote and facilitate intellectual property development and commercialization by supporting translational research to help move discoveries from the conceptual stage through the start-up phase. In addition, the VPR will play a critical role in fostering increased business engagement, entrepreneurship, and economic development opportunities by leveraging business development and technology transfer. The VPR will provide business, industry and foundations with information concerning the University's research capabilities in an effort to stimulate the development of collaborations between them and the University. In addition, the VPR will play a major role in corporate foundation engagement.

The Office of Research

The Office of Research and oversees all aspects of research enterprise at FSU, including developing, coordinating, and stimulating research. The Office is supported by more than 125 staff, including professionals in proposal development, communications, technology transfer, sponsored research administration and more and an operating budget of approximately \$14 million.

The Office of Research is the administrative arm that supports FSU faculty members and students in their scientific and creative endeavors in the studio or the laboratory across the University's [university research centers, programs, and institutes](#). Managing well over \$200 million in annual research awards from state, federal and private sources, the Office of Research staff focuses its efforts on helping faculty move their work forward at every stage of the research process from identifying potential funding opportunities to protecting intellectual property to identifying potential industry partners.

Outside of the Office of Research, the Deans' Council on Research and Creative Activity and the Council of Associate Deans for Research (CADR) serve as two leadership groups dedicated to strengthening FSU's research and creative capacity through collective experience and expertise.

Opportunities and Challenges

FSU's next VPR must be an accomplished researcher as well as an experienced leader and manager. S/he will be charged with providing the vision, skill, and expertise to initiate new directions for research, scholarship, and creative activities, as well as the commercialization of intellectual property and stewardship of the research enterprise. It is essential that this person have an appreciation for the research requirements of scholars in all disciplines and the ability to collaborate with others to develop research capacity, stimulate innovation, and enhance intellectual property development and commercialization across the University. The successful candidate's inspirational and entrepreneurial spirit will be crucial to determining and meeting FSU's future strategic priorities and goals.

With this in mind, opportunities and challenges for the next VPR include:

- **Establishing and Promoting a Bold Vision** – In partnership with the faculty and university administration, the VPR will promote a broad view of creative activity and research that engages all disciplines. The next VPR must be committed to further strengthening the University's research mission while guiding the Office of Research's efforts in efficiently coordinating the various aspects of the University's research enterprise while incorporating emerging practices and trends to develop new initiatives and catalyze forward-thinking and exciting interdisciplinary opportunities.
- **Increasing Research Productivity** – The VPR will lead the University in building research and enhancing research productivity through funding awards and scholarly publications. Through these efforts, the VPR will have the opportunity to further strengthen FSU's research portfolio and its commitment to working across disciplinary boundaries.
- **Supporting Faculty Recruitment and Development** – The VPR will partner with the Provost and Executive Vice President for Academic Affairs, Deans, Department Chairs, and Center/Institute Directors in developing and strengthening relationships across the University and will be a champion in the support of faculty recruitment, development, and retention. By employing a collegial, transparent, and collaborative leadership style, the VPR will contribute significantly toward fostering an environment that continues to attract world-class scholars and researchers, supports their professional and intellectual growth, and ensures they remain vibrant and productive members of the FSU community.
- **Promoting Service Orientation and Excellence** – The VPR will be a focal point in promoting a service-oriented organizational culture within the Office of Research that engages center directors, senior faculty, principal investigators, junior faculty, graduate students, and professional staff to accomplish and realize the University's research mission. The VPR will lead the Office's continual efforts to streamline and enhance services provided to increase efficiency and effectiveness both pre- and post-award. Moreover, the VPR will have the unique opportunity to serve as a key collaborator and leader in the strategic alignment of research priorities across the University and identifying new potential areas for collaboration between faculty and their respective academic units.
- **Maintaining, Renovating, and Developing Infrastructure** – The VPR will serve as a passionate voice and significant partner in ensuring that the University's facilities and infrastructure remains safe, accessible, and commensurate with the needs of the University's high-performing faculty. In working with the University's academic, research,

and faculty leadership, the VPR will help determine critical needs, institutional priorities, and guide the discussion on areas for potential and necessary investments.

- **Economic Development and External Partnerships** – In leading the Office of Research, the VPR will spearhead the University’s engagement with external partners including leaders of federal and state agencies, foundations, not-for-profit organizations, and industry. In so doing, the VPR will work to expand the University’s intellectual property development and commercialization potential by partnering with these key stakeholders to create strategies that leverage research collaborations within and outside of the University to establish new revenue streams and increase research funding and productivity.
- **Emerging Medical and Health Sciences Research and Academic Health Center** – This includes an emerging interdisciplinary health sciences research portfolio that is anchored by a University of Florida-FSU Hub Clinical and Translational Science award that is housed in the College of Medicine and engages 6 Colleges in the programs. A new \$14.5 million NIH-FIRST award led by Nursing, Medicine, and Psychology will position FSU as a leader in testing a new model of supporting underrepresented minority faculty success in health sciences research. Cross-College themes that have developed around faculty clusters in Medicine, Nursing, Human and Health Sciences, Social Work, Communication and Information, Social Science and Public Policy include behavioral science, health equity, lifespan, mental health, digital health, and rural health. A developing Academic Health Center between FSU and Tallahassee Memorial Healthcare can transform university wide collaborative opportunities in the health sciences research and healthcare in both Tallahassee and Panama City. FSU also partners with Mayo Clinic on innovative research opportunities.

Qualities and Characteristics

FSU seeks a VPR who is an experienced leader, excited by the challenge of helping to move FSU to the next level national and international prominence in research, scholarship and creative work. FSU’s next VPR will articulate the vision for FSU’s research mission and implement strategies for enhancing the University’s prominence in a manner that maximizes the intellectual power of the University. To that end, the VPR will demonstrate excellent interpersonal and collaborative skills and the ability to communicate effectively with, and perform as an active part of, an integrated academic leadership team.

The successful candidate must be able to recognize and act upon the unique characteristics of Florida State University, its region, environment, and various stakeholders. Further, the VPR will possess the ability to share a vision of the scholarly enterprise with a broad University constituency and provide leadership in pursuing this vision, working closely with the President, Provost and Executive Vice President for Academic Affairs, other executive officers, deans and their associate deans for research, and directors of FSU Centers and Institutes.

Furthermore, it is desired that the VPR possess a number of the following experiences, abilities, and skills, as well as a willingness to discuss and develop strategies to address any areas in which the candidate needs to develop:

- A collegial and approachable leadership style that actively solicits input and welcomes feedback. The ability to synthesize various perspectives into an inspiring and unified vision for the University’s research mission;

- An inclusive and collaborative approach in establishing priorities, identifying opportunity costs, and determining the mechanisms and means by which institutional goals are achieved;
- A broad view of creative activity and research that demonstrates an understanding of the various ways, environments, and forms in which it is conducted;
- A management style that emphasizes transparency and provides clarity and consistency regarding university-wide policies, procedures, and guidelines;
- The ability to engage various academic units (e.g., schools, departments, programs, centers, etc.) to promote increased collaboration, multidisciplinary partnerships, and interdisciplinary research;
- An awareness of the revolutionary potential of technology in the research enterprise and a commitment to oversee intellectual property development and commercialization;
- An effective advocate for research at the local and state levels, including the ability to articulate issues of importance to the legislature and passionately communicate the University's contributions to the public;
- The ability to stimulate intellectual curiosity across the University and to foster an environment where faculty and students are continuously encouraged to pursue new lines of inquiry and paths to discovery;
- An appreciation for and ability to strategically align and harmoniously balance the University's instructional and research missions;
- The ability to manage and provide oversight for budgeting, accounting, internal controls, and financial reporting for research and sponsored program activities;
- A commitment to engendering trust, creating a culture of integrity and ethics, and ensuring compliance with local, state, and federal regulatory requirements;
- A strong desire to understand and appreciate FSU's institutional history, as well as that of its region, environment, and community;
- Ability to effectively communicate the University's contributions to economic development and diversification in the region;
- A commitment, and the ability, to exercise leadership locally, at the state level, and nationally on scholarly and policy issues related to research;
- A commitment to heavily engage federal agencies in Washington, D.C. to promote the research enterprise at the University;
- A demonstrated commitment to diversity and inclusion in multiple dimensions and a track record of addressing these areas within their organization;
- A high degree of intellectual curiosity, extending to disciplines beyond one's own;
- Excellent judgment, diplomacy, and the highest level of personal and professional integrity;
- The ability to foster productive relationships with the private sector including and established and start-up corporations and venture capital firms;
- A high respect of and for colleagues and the ability to consult with multiple constituencies with a wide variety of opinions and expertise.

Qualifications

The successful candidate is envisioned to possess national distinction as a scholar, researcher/practitioner, and educator with the accomplishments expected for appointment as a tenured full professor. While academic experience (professional and administrative) is strongly desired, exceptional candidates who have demonstrated a high degree of national or international scholarly and administrative success outside of academia will be considered. The VPR must also exhibit substantial administrative leadership experience at a research university or comparable setting. In particular, the most competitive candidates will have:

Scholarship

- An earned doctorate or other terminal degree from an accredited university and a distinguished research record in their academic discipline;
- Extensive scholarly interest, and understanding of and commitment to promoting the full spectrum of research, including that conducted by undergraduate, graduate, and professional students, interdisciplinary research, and creative work;

Leadership

- The ability to champion and prioritize the research mission of the university as a member of the FSU leadership team;
- The ability to promote integration of the research and educational missions of the University;
- The ability to create and lead federal and industry research partnerships with the University;
- The ability to represent and strongly advocate for the University's research mission to a variety of constituencies, external and internal, including funding agencies;
- The ability to create and lead faculty development programs centered around research and economic development;
- The ability to organize and lead units designed to promote effective intellectual property development, commercialization, and entrepreneurship;

Administration

- Extensive professional experience in research and research administration;
- Extensive knowledge of and experience with research funding issues, policies, and sources;
- The ability to administer a large research-support enterprise, including exercising fiscally sound oversight of the budget;
- The ability to delegate, to manage people effectively, to foster the professional development of subordinate staff, and to make sound decisions regarding personnel;
- A demonstrated history of leading and managing change in a complex organization;
- Experience managing the relationship between research and entrepreneurship/economic development programs/strategies;
- An understanding of the importance of compliance and regulatory matters to the research enterprise, and ability to develop an effective and efficient organization to manage them;

Collaboration

- Demonstrated ability to work with a diverse faculty in a wide range of disciplines and the vision and administrative expertise to create and implement innovative research and scholarly initiatives while enhancing the diversity of the university community;
- The ability to build teams for interdisciplinary research;
- The ability to build and sustain collaborative partnerships and business, industry, philanthropic organizations, state agencies, and other universities;
- The ability to serve as an active participant in executing the vision of the Tallahassee community to become the World's Largest Magnetic Ecosystem;
- Experience in building relationships and developing partnerships with venture capital institutions.

Application and Nomination Process

The Search Committee will begin reviewing applications immediately and will continue to accept applications and nominations until the position is filled. Applications should include a current curriculum vitae and a letter of interest describing relevant experience and interest in the position. Submission of materials via email is strongly encouraged. Nomination letters should include the name and contact information of the nominee.

In accordance with the State of Florida's open records laws, all nominations, applications, and letters of interest will be made public. Application materials should be submitted to:



Alberto Pimentel, Managing Partner
Sal Venegas Jr., Principal

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Whittier, CA 90601

Email: apsearch@spaexec.com

Refer to code "**FSU-VPR**" in subject line

FSU is an Equal Opportunity/Access/Affirmative Action/Pro Disabled & Veteran Employer. FSU's Equal Opportunity Statement can be viewed at:

http://www.hr.fsu.edu/PDF/Publications/diversity/EEO_Statement.pdf