



## **Vice President for Research and Economic Development Position Profile**

The University of Wyoming (UW) invites applications and nominations for the position of Vice President for Research and Economic Development (VPRED). UW's VPRED serves as an executive officer and the chief research official of the University. The Vice President works closely with the President, Provost, other executive officers, and Deans and Directors of schools, colleges, and institutes to drive the University's research and economic development agenda.

### **Overview of the Office of Research and Economic Development**

The Office Research & Economic Development (ORED) is a service organization to the faculty, staff, and students of the University of Wyoming. Its goals are to provide swift, accurate, and expert service to enhance UW's research and scholarship missions through its support of the University's faculty and academic units while also working closely with other key stakeholder groups on- and off-campus to promote and support economic development throughout the state of Wyoming.

The ORED works with university stakeholders across all UW academic colleges and schools and interfaces with the University's outreach programs to link the institution's research, technology transfer, and economic development efforts—enhancing federal, state, and private sector support for faculty and graduate student scholarship. The ORED coordinates the origination, organization, and execution of UW's research mission with principal investigators, colleges and schools, departments, centers and institutes from pre-award support to post-award management. The ORED partners with the University's faculty, staff, and student inventors to identify, protect, and commercialize the various kinds of intellectual property they develop. The ORED's services and efforts ensure that scholarly activities accomplished at UW enhance the creation of new knowledge, new applications of existing knowledge, and positively impact economic diversification within the state, the region, and for society in general. The VPRED oversees the Office of Sponsored Programs which provides the financial management and administration of all external funding to the university and in FY2016, research awards from State and Federal Agencies totaled \$95,839,018 and research related expenditures totaled \$107,988,439. These figures include major grants from NSF EPSCoR, NIH INBRE, and the DOE.

Through the Wyoming Business Resource Network, the ORED and the Wyoming Business Council collaborate with a variety of partners to assist all business enterprises throughout the state. This multi-layered business assistance structure helps new businesses get started and helps established businesses continue to grow and diversify—every step of the way. Examples of these collaborations include: the Wyoming Procurement Technical Assistance Center; Manufacturing Works; Market Research Center; the Wyoming Technology Transfer–Research Products Center; the Wyoming SBIR/STTR Initiative; the Wyoming Small Business Development Center; and the Wyoming Technology Business Center, a fully functioning technology-related business incubator.

For more information regarding the Office of Research and Economic Development, please visit <http://www.uwyo.edu/research/>.

### **Position Summary**

The VPRED plays a leadership role in state, national and international activities regarding research policy and guides the University in defining and meeting the emerging research opportunities of the future. Important goals of the research and economic development agenda include: promotion of

interdisciplinary and cross-disciplinary research; integration of research and education at both the graduate and undergraduate levels; promotion and facilitation of technology transfer, business engagement, entrepreneurship, and economic development; lead a variety of business assistance programs operating throughout the state, to promote start-up, growth, and economic diversity; insuring the integrity of research processes and policies; stewardship of the special physical and computational infrastructure necessary for research leadership; establishment of national and international collaborative research partnerships at the University; participation in federal and state policy making 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 VPRED reports to the President and leads and oversees the University of Wyoming Office of Research and Economic Development. With respect to research, the Vice President for Research & Economic Development also works closely with the Provost in order to fully align research with the overall academic mission of the University.

The VPRED's direct reports include:

- Research Units
  - Director, Wyoming Natural Diversity Database (WYNDD)
  - Director, Water Programs
  - Director, University of Wyoming – National Park Service Research Center (UWNPS)
  - Director, IDeA Networks of Biomedical Research (INBRE)
  - Director, High Plains Indian Research Institute (HPAIRI)
  - Director, Experimental Program to Stimulate Competitive Research (EPSCoR)
  - Director, Biodiversity Institute
- Economic Development – Business Resource Network
  - CEO, Wyoming Technology Business Center
  - Director, Small Business Development
  - Director, Manufacturing Works
- Associate Vice President, Research & Economic Development
- Director, Wyoming Technology Transfer and Research Products
- Manager, Research & Economic Development Business Operations
- Manager, Compliance Attorney
- Special Assistant for Research Computing

The Office of Research and Economic development is supported by a staff of 81 and a budget of nearly \$11 million.

### **Points of Pride**

The University of Wyoming's commitment to fulfilling its research and scholarship missions can be found in the work conducted across campus in its varied programs, centers, and institutes. Notable examples of these units include:

- **The Advanced Research Computing Center (ARCC)** – The ARCC is the primary research computing facility for the University of Wyoming. In addition to providing a centralized scientific computing resource, ARCC is also a gateway to other research institutions within Wyoming and across the nation. One of ARCC's primary mission elements is providing and supporting High Performance Computing to the research interests at the University of Wyoming. As technology enablers, the ARCC's focus is making computational tools accessible to research.

- **Biodiversity Institute** – The mission of the Biodiversity Institute is to foster the understanding, appreciation, and conservation of biological diversity through innovative research, education, outreach, and by engaging a broad audience in the scientific process. The Biodiversity Institute works with scientists, resource managers, educators, and the public to further the understanding and conservation of biodiversity. The Institute seeks to provide a unique service to Wyoming and beyond by facilitating collaborative research projects, synthesizing and disseminating research, distributing grants, and providing educational, outreach, and citizen science programs for students and the public.
- **INBRE** – The Wyoming IDeA Networks for Biomedical Excellence (INBRE) Program is funded by the National Institutes for Health National Center for Research Resources (NCR). The ultimate goal the INBRE program is to promote the development, coordination, and sharing of research resources and expertise that will expand research opportunities and increase the number of competitive investigators in IDeA-eligible states. INBRE programs are intended to enhance the caliber of scientific faculty at research institutions and undergraduate schools, thereby attracting more promising students to these organizations.
- **National Park Service Research Center (NPS)** – The University of Wyoming-National Park Service (UW-NPS) Research Center is a cooperative effort between the University of Wyoming and the National Park Service. Headquartered on the University of Wyoming campus in Laramie, the research center was established to foster research in National Parks in the Rocky Mountain Region. In addition, the center operates a field research station at the AMK Ranch in Grand Teton National Park which is open from mid-May through mid-October.
- **Neuroscience Center** – The new 5 year, \$5 million Neuroscience Center Core Grant (P30 RR32128 and GM103398) is funded by the National Institutes of Health and is an outgrowth of the Institutional Center for Biomedical Research Excellence (COBRE) grant that was first awarded in 2000 and renewed in 2005. The Neuroscience Center investigators involved with the P30 Center Core grant work on interrelated projects that seek to understand how experience shapes neuronal function and synaptic connections during the life span of the animal, and how normal function may be reversed by neurodegenerative diseases and aging. The overall scientific objective is to utilize a multi-pronged and interdisciplinary approach to address common themes in neurodegeneration and aging, neuroplasticity and chronic pain.
- **Water Research Program/Office of Water Programs** – The University of Wyoming's Office of Water Programs (OWP), created in 2002 by the fifty-sixth Legislature of the State of Wyoming, is charged with identifying research needs of State and Federal agencies regarding Wyoming's water resources and serving as a point of coordination to encourage water-related research activities by the University of Wyoming. The OWP works in conjunction with and reports to the Wyoming Water Development Commission (WWDC) and the Select Water Committee and provides the University's advisor to the Wyoming Water Development Commission.
- **Wyoming EPSCoR/IDeA** – EPSCoR is a federal and state matching grant program which enables Wyoming to continue to be nationally competitive in science and technology. EPSCoR funding and state match appropriations are utilized to build science and engineering in higher education and a technology-based economy for the future. EPSCoR has helped to move the State of Wyoming along the path of research and excellence by supporting the State's research endeavors.

- **Wyoming Natural Diversity Database (WYNDD)** – The Wyoming Natural Diversity Database (WYNDD) is a service and research unit of the University of Wyoming that maintains a comprehensive database on the distribution and ecology of rare plants, rare animals, and important plant communities in Wyoming. WYNDD distributes this information upon request under the philosophy that the best decisions regarding natural resources will be made only when everyone has access to complete and current scientific data.
- **Wyoming Research Products Center (RPC)** – The RPC is the technology transfer office for the University of Wyoming. It also has an outreach mission to assist any Wyoming entrepreneur or inventor across the state. The RPC supports Wyoming individuals and organizations in technology transfer - the protection, marketing, and ultimate transfer of their intellectual property to industry.

### **Opportunities and Challenges of the Position**

The new VPRED will have an opportunity to partner with a dynamic new President, Dr. Laurie Nichols, in redefining the University's vision for the future in supporting the State of Wyoming. In addition, Dr. Kate Miller, the University's recently appointed Provost will work closely with the VPRED to align the University's academic units and initiatives with the University's research and economic development missions. The new VPRED will have the opportunity to have a significant impact in the following areas:

- Partner with federal and state agencies and industry leaders to create strategies that will result in increased research funding and productivity at UW.
- Leveraging interdisciplinary research collaborations within and outside of the University to create partnerships and strategies for improving the University's impact on the state's economy.
- Working closely with the Provost to develop strategies for recruiting new, high-impact faculty, providing them with the resources to pursue their research agendas, while ensuring that current faculty receive the support needed to maintain and enhance their research productivity.
- Expanding the University's technology transfer potential by partnering with industry and national laboratory partners, such as: the Wyoming Business Council, the Western Research Institute, Cheyenne-Laramie County Corporation for Economic Development (LEADS), and the Laramie Economic Development Committee, the National Center for Atmospheric Research, and Idaho National Labs.
- Working closely with the Governor and the state legislature in the development and further definition of the University's role in the implementation of the Governor's 2020 initiative aimed at diversifying the state's economic base.
- Enhancing the research footprint of the institution by identifying innovative opportunities to develop resources such as: INBRE, the School of Energy Resources, the High Bay Research Facility, and the Advanced Research Computing Center.

### **The University**

Established in 1886, the University of Wyoming is a land-grant, doctoral/research university, Division I member of the NCAA—Mountain West Conference, set in the front range of the Rocky Mountains at 7,200 feet. UW is the only four-year public university in the state and combines major-university benefits and small-school advantages. The Wyoming Cowboys and Cowgirls are Wyoming's home teams with a strong and passionate fan base throughout the state, with 17 intercollegiate varsity

sports. There is considerable private and public support to expand the athletic facilities to ensure continued success in the conference.

The University of Wyoming has been accredited by the Higher Learning Commission continuously since 1923 and received continued accreditation in 2009–2010. Individual programs and schools are also accredited by regional and national professional organizations. The university is organized into seven colleges and multiple interdisciplinary institutes and schools: College of Agriculture and Natural Resources, College of Arts and Sciences, College of Business, College of Education, College of Engineering and Applied Science, College of Health Sciences, College of Law, School of Energy Resources, and the Haub School of Environment and Natural Resources. All of the colleges have areas of distinction, which include health care education, visual and performing arts, business, biological and atmospheric sciences, computational science and energy. UW is currently working with the governor and state legislature on initiatives to raise the engineering, science, and education (teacher preparation) programs to national distinction. The School of Energy Resources has attracted national and international recognition for its cutting-edge instruction and applied research. The UW Library system has expanded substantially over the past several years and is a member of the Greater Western Library Association.

Since UW serves as both Wyoming's land-grant and flagship university, the continuing challenge is to meet the highly diverse academic needs of the state's students and communities while focusing on areas of excellence. UW offers 200 programs of study across a broad spectrum of disciplines. Students generally experience small class sizes, affordable tuition, high quality education, and easy access to reputable teaching and research faculty. UW also focuses its expertise in selected areas of academic distinction. These are fields of academic inquiry and curriculum in which UW has both an existing foundation in faculty strength and a commitment to sustained and increasing prominence.

UW provides its students access to additional degree programs and coursework through its membership in the Western Interstate Commission on Higher Education (WICHE) and the Washington, Wyoming, Alaska, Montana, Idaho (WWAMI) Medical Education Program administered by the University of Washington, the nation's premier medical school in primary care and rural medicine. The university serves the entire state of Wyoming through an expanding distance education program and 10 regional educational centers. In addition, Agricultural Extension Centers are scattered throughout Wyoming's 23 counties and on the Wind River Indian Reservation. UW is committed to strong, productive academic relationships with Wyoming's seven community colleges to provide a seamless and more efficient higher education to more students. For the fall of 2016, more than 12,600 students enrolled in baccalaureate, graduate and professional programs.

The university has a vibrant student life with more than 260 recognized student organizations from which to choose. The ASUW Student Government is engaged and active. There are inclusive living and learning environments and programs which provide civic engagement and service learning opportunities for the development of leadership skills and for dialogue, understanding, and appreciation of others. Approximately 10,340 students were enrolled on the Laramie campus. Students come to UW from 47 states, with 57% from Wyoming, 14% from nearby Colorado, 13% are ethnic minorities and 6% are international students. In the most recent student satisfaction survey, 95% of students indicate that they are pleased with the education they are receiving at UW. Planning for the replacement of the residence halls to create an undergraduate academic village is underway through a possible public/private partnership is underway and is one of UW's top capital construction priorities.

The State of Wyoming invests strongly in higher education, providing the highest amount of state funding support per student in the nation. Consequently, UW has the lowest undergraduate tuition among the nation's public doctoral granting universities. The university also benefits from a \$500

million endowed student scholarship program for Wyoming high school graduates, a robust capital construction budget, and a publicly and privately supported endowed faculty program.

UW has an annual operating budget of more than \$500 million. State funding accounts for 40% of the revenues, with the remainder generated by a variety of sources including contracts and grants, foundation resources, and tuition. External research funding was over \$95 million in FY16. Annual private giving for the same period exceeded \$63 million. With the support of the Wyoming legislature and private donors and through institutional bonding (UW currently enjoys a Standard and Poor's rating of AA-, with a positive outlook), the university has received \$925 million in capital construction and major maintenance funds over the past decade.

For FY16, the university employed 761 full-time instructional and clinical faculty, including 620 tenured/tenured-track faculty. There were more than 2,200 other full-time benefited employees. Faculty members are internationally renowned for their research and scholarship and are innovative and creative teachers. Long recognized for its commitment to baccalaureate education, UW seeks greater recognition, both in academia and in the private sector, for its research, teaching, scholarly and creative endeavors, and graduate programs.

For more information about the University of Wyoming, please visit <http://www.uwyo.edu/>.

### **Qualities and Characteristics**

The successful candidate must be able to recognize and act upon the unique characteristics of the University of Wyoming, its region, environment, and student populations. Further, the VPRED will possess the ability to share a vision of the scholarly enterprise with a broad University constituency and provide leadership in pursuing this vision. Specifically, the ability to work closely with the President, Provost, other executive officers, deans, and directors of major research units.

In their role, UW's next VPRED will develop and articulate a vision for global research issues and how to enhance Wyoming's leadership in research, scholarship and creative work that maximize the intellectual power of the University. To that end, the VPRED will demonstrate excellent communication skills and the ability to communicate effectively with, and perform as an active part of, an integrated academic leadership team.

Furthermore, it is desired that the VPRED possess the following experiences, abilities, and skills:

- An awareness of the revolutionary potential of technology in the research enterprise, and ability to provide leadership in new forms of scholarship;
- Ability to effectively communicate the University's contributions to economic development and diversification in Wyoming;
- The ability to develop and lead business assistance programs across Wyoming;
- A commitment, and the ability, to exercise leadership locally, at the state level, nationally, and internationally on scholarly and policy issues related to research;
- A commitment to heavily engage federal agencies regionally and in Washington to promote the research enterprise at the University;
- The ability to promote University faculty in national service and policy engagement, and for national/international recognition;
- A demonstrated commitment to diversity and inclusion in multiple dimensions;
- A high degree of intellectual curiosity, extending to disciplines beyond one's own;
- Excellent judgment, diplomatic skill, and a high level of personal and professional integrity;
- 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 will possess national or international distinction as a scholar, researcher/practitioner, and educator with the accomplishments expected for appointment as a tenured full professor at the University of Wyoming. The VPRED must also exhibit substantial demonstrated administrative leadership in a research university or comparable setting. The VPRED will also exhibit:

- Extensive scholarly interest, and understanding of and commitment to promoting the full spectrum of research, interdisciplinary research, creative work, and engagement at the University;
- A record of service on or with national organizations relevant to providing input into research policy at the national level;
- 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;
- Extensive knowledge of and experience with research funding issues;
- The ability to administer a large research-support enterprise, including exercising fiscally sound oversight of the budget;
- The ability to promote integration of the research and educational missions of the University;
- Deep knowledge of and experience with research faculty affairs;
- The ability to create and lead faculty development programs centered around research and economic development;
- The ability to create and lead federal and industry research partnerships with the University;
- The ability to represent the University's research mission to a variety of constituencies, external and internal;
- The ability to organize and lead units designed to promote effective technology transfer and commercialization, and entrepreneurship;
- The ability to delegate, to manage people effectively, to foster the professional development of subordinate staff, and to make sound decisions regarding personnel;
- The ability to build teams for interdisciplinary research;
- A demonstrated history of successfully effecting change;
- Leadership/knowledge/understanding of the relationship between research and entrepreneurship/economic development programs/strategies.

## **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. Applicants must submit a current curriculum vitae and a letter of interest describing relevant experience. Submission of materials via e-mail is strongly encouraged. Nomination letters should include the name, position, address and telephone number of the nominee. All nominations and applications will be handled in confidence. Applications will remain confidential until the selection of the finalists, whose names and application materials will be made public.

Applications and letters of nomination should be submitted to:



executive search consultants

**Alberto Pimentel**, Managing Partner  
Storbeck/Pimentel & Associates  
6512 Painter Avenue  
Whittier, CA 90601  
Email: [apsearch@storbeckpimentel.com](mailto:apsearch@storbeckpimentel.com)  
Refer to code "UW-VPRED" in subject line

*The University of Wyoming is an Equal Employment Opportunity/Affirmative Action employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, national origin, disability or protected veteran status or any other characteristic protected by law and University policy. Please see [www.uwyo.edu/diversity/fairness](http://www.uwyo.edu/diversity/fairness).*

*We conduct background investigations for all final candidates being considered for employment. Offers of employment are contingent upon the completion of the background check.*