This position specification is intended to provide information about Brown University and the position of Assistant Vice President for Research Initiatives. It is designed to assist qualified individuals in assessing their interest.
Assistant Vice President for Research Initiatives  

BROWN UNIVERSITY  

Providence, Rhode Island

THE OPPORTUNITY

Brown University and its Office of the Vice President for Research seek an Assistant Vice President for Research Initiatives. Brown University is one of the top 100 universities in the country for funded research. The Office of the Vice President for Research coordinates the activities, organizations and personnel related to research so as to maximize opportunities for new grant submissions and research partnerships, and ultimately to increase the number of successfully funded proposals. Included in the Office of the Vice President for Research is responsibility for commercialization of inventions and the full spectrum of research administration services. Brown University seeks an accomplished individual who will provide the energy, creativity and commitment to academic excellence to help make the objectives of the Office of the Vice President for Research a reality.

The Assistant Vice President for Research Initiatives (AVP for Research Initiatives) will report to the Vice President for Research, Dr. Andries van Dam, a world renowned expert in computer science. Dr. van Dam, with his deep knowledge of and credibility with the faculty, provides creative leadership to the Office and identifies opportunities for synergy between investigators in different disciplines.

The AVP for Research Initiatives will play an important role in supporting new research ventures and ensuring that their forward momentum is maintained from the time of initial discussion to post-award implementation. The AVP for Research Initiatives will be knowledgeable of programs and initiatives at federal granting agencies and other external sponsors, and will ensure the institution’s research efforts are well positioned for those opportunities. The AVP for Research Initiatives will be a conduit of information related to research funding to faculty. The role will be highly visible within the Brown community, working with the Provost, Deans, faculty members, the Office of Public Affairs and University Relations, and the Division of Advancement.

The ideal candidate will be a successful researcher in the life sciences, the physical/mathematical sciences or engineering who wishes to have an impact beyond his/her personal field of endeavor to that of the broader institution. The role requires a capacity to work collaboratively, supporting an environment of synergy and innovative collaborations between internal (faculty) and/or external (corporate and foundation) partners. The AVP for Research Initiatives will be a person of unquestioned integrity, with a deep commitment to the ideals of higher education and the advancement of knowledge.
Information about how to make a nomination or application for this position may be found in the section entitled “Procedure for Candidacy” near the end of this document.

BROWN UNIVERSITY: AN OVERVIEW

Brown University is an Ivy League institution with a distinctive undergraduate academic program, renowned faculty, outstanding graduate and medical programs, and a tradition of innovative and rigorous multidisciplinary study. Founded in 1764, Brown was the third college in New England and the seventh in America. Brown University is a special combination of a first-rank university with world renowned research and graduate programs, and an intimate undergraduate liberal arts college. Brown University consists of The College, The Graduate School and The School of Medicine.

Brown’s commitment to the “University College” concept stems from the idea of the university as a community, whose members - students, faculty, deans and staff – share a common purpose and spirit of cooperation. Its facilities and programs have expanded enormously over the years, but it has chosen to keep its enrollment relatively small: 5,500 undergraduates, 1,300 graduate students and 290 medical students, with a student-faculty ratio of about 9 to 1.

Research at Brown includes scholarship in all the academic disciplines, ranging from humanities through the social and physical sciences to engineering and many interdisciplinary groups (e.g., computational molecular biology) that draw from a broad range of subject areas.

Today, under the guidance of President Ruth J. Simmons, Brown is moving forward with The Plan for Academic Enrichment which will enlarge the faculty by at least 100 members (a 20% increase in the next 5-7 years), improve support for graduate students, invest in libraries, information technology, new multidisciplinary academic centers, and expanded laboratory and academic space. One of the key tenets of this initiative for academic enrichment is to “reorganize the oversight of the research enterprise to better promote and support faculty research, identify transferable intellectual property, and identify potential external and internal research collaborations.”

Since 2002, Brown has taken steps to advance its reputation as a leading research institution by improving the research infrastructure, providing competitive funding and program enhancements to allow Brown to recruit and retain the best faculty and graduate students. An ambitious program of capital improvements is under way, including construction of a $95M Life Sciences Building that, within its 169,000 square feet, will provide more than 60 new laboratories for the departments of Molecular Biology, Cell Biology and Biochemistry; Neuroscience; Cognitive and Linguistic Sciences; and the interdisciplinary Brain Sciences program. The building will also contain space for interdisciplinary initiatives in genetics and genomics. A second building providing an additional 105,000 square feet was purchased in the historic jewelry district of
Providence and is being renovated for biomedical research. By the spring of 2006, the two buildings will increase Brown’s laboratory space for life sciences by 70%.

The academic initiatives of the past three years have led to a comprehensive master plan to guide future campus growth. That plan takes into account the more than 200 houses and historic buildings that make up Brown’s unique 140 acre campus, the nearby residents and the greater Providence community in which the University resides.

**The College**

The philosophy of the Brown Curriculum is based on the ideas that students need to be active participants in their education, that an education should be responsive to each student's particular intellectual interests and desires, that education is a process of intellectual growth rather than the static transmission of knowledge, and that the development of moral character is as important as the honing of intellectual skills.

The goal of the Brown Curriculum is for students to work toward a liberal education, in which students learn the knowledge and ways of thinking of a range of academic disciplines, in which they practice habits of self-reflection and empathy for others, and in which they are challenged to articulate and examine the moral convictions that will guide them through life. In pursuit of this goal, the University has assembled a world-class faculty that offers some 2,000 courses in more than 40 departments and centers. The undergraduate curriculum offers a choice among more than 100 standard concentrations (majors) and the opportunity for students to design their own concentration and courses. Brown is a recognized leader in interdisciplinary teaching and research.

**The Graduate School**

Brown offers 40 different master’s level programs and 35 Ph.D. programs in the social sciences, humanities, and physical and life sciences. Approximately 20% of the total Brown student body is enrolled in the Graduate School. At Commencement 2004, a total of 475 degrees were conferred. Brown is committed to increasing graduate financial aid and support for research. The institution fosters innovative, multi-disciplinary programs and strategic partnerships, positioning Brown as a leader of national and international graduate education.

One of the recent and exciting developments at the graduate level involves the world renowned Marine Biological Laboratory (MBL) at Woods Hole, MA. Brown University and the MBL have established a formal institutional affiliation that supports the joint programs of education and research in biology, biomedicine and environmental sciences. The affiliation with MBL is a cornerstone of Brown’s new Environmental Change Initiative. This multidisciplinary research and education program is designed to address the complex issues that drive global environmental change. Besides building on Brown’s collective strengths in ecology and evolutionary biology, environmental science, economics, geological sciences, sociology and international policy, the Environmental Change Initiative will draw upon MBL’s unparalleled research, education and training.
programs. The Brown-MBL affiliation will allow graduate students to work with leading scientists at both institutions and to conduct original research in either institution’s laboratories. Faculty from MBL will have the opportunity to teach Brown students at the graduate and undergraduate levels.

Brown is exploring similar collaborations with other institutes, and has announced a joint faculty committee to explore the potential for academic activities and programs with the Rhode Island School of Design. Brown University and the Trinity Repertory Company have formed a consortium to offer new masters and doctoral programs in theater arts.

**Brown Medical School**

Having granted its first M.D. degrees in 1975, the Brown Medical School is one of the youngest in the country. A central feature of its curriculum is a commitment to the integration of medical studies and the liberal arts. To encourage that integration, students may be accepted into Brown’s Program in Liberal Medical Education, a unique eight-year continuum that combines undergraduate study in any concentration area with professional studies in medicine. Another feature is the competency-based curriculum. It requires that all students master nine abilities that are crucial to the art of medicine and encourages their active engagement in, and service to, the community. It has become a model for excellence endorsed by the Association of American Medical Colleges.

Brown University's Medical School presently has affiliation agreements with a number of hospitals. There is no University-owned hospital. Faculty in the clinical departments are based at the following hospitals:

**Rhode Island Hospital**

Rhode Island Hospital (RIH) is a private, 719 bed, not-for-profit, acute care hospital and academic medical center. RIH is the largest of the state’s general acute care hospitals, with particular expertise in cardiology, oncology, neurosciences and orthopedics. RIH is designated as the Level 1 Trauma Center for southeastern New England.

**Rhode Island Hospital’s Hasbro Children’s Hospital**

The state’s premier pediatric facility, Hasbro Children’s Hospital (HCH) is the pediatrics division of Rhode Island Hospital. It has earned worldwide recognition for its family-centered environment and expert staff. It has won numerous architectural and health related awards. Annually, the hospital cares for some 6,000 inpatients and 30,000 outpatients.

**The Miriam Hospital**

The Miriam Hospital (TMH) is a private 247-bed, not-for-profit, acute care general hospital founded by Rhode Island’s Jewish community in 1926. The Miriam provides a
broad range of primary, secondary and tertiary medical and surgical services to adolescents and adults in 31 medical and surgical specialties and sub-specialties.

Emma Pendleton Bradley Hospital

Founded in 1931, Bradley Hospital is the nation’s first psychiatric hospital devoted exclusively to children and adolescents. Today it remains the only such hospital in Rhode Island. It is private, not-for-profit hospital and operates the Bradley School, a fully certified special education school.

Women & Infants Hospital

Women & Infants is one of the premier health care facilities for women in the country. As the largest obstetrical facility in the state, the second largest in New England and the seventh largest in the nation, Women & Infants each year delivers approximately 9,000 babies and cares for 1,200 newborns in their Special Care Nursery – the only newborn intensive care unit in the region.

Butler Hospital

Butler Hospital is the only private, nonprofit adult, adolescent and child psychiatric and substance abuse hospital in Rhode Island. The hospital has a strong presence in the community with two community outpatient satellites and as a member of the Care New England health system. It also supports the efforts of many advocacy groups such as the National Alliance for the Mentally Ill (NAMI), the Manic Depressive and Depressive Association (MDDA), the Mental Health Association, the Obsessive Compulsive Disorder family and patient support group, Alcoholics Anonymous, and many others.

Memorial Hospital of Rhode Island

Founded in 1910, the Memorial Hospital of Rhode Island is a 294-bed hospital that serves a community of more than 180,000 people in Pawtucket and the Blackstone Valley region of Rhode Island. Memorial's rehabilitation center focuses on services to patients afflicted by stroke, amputation, or neurological disability and includes comprehensive inpatient and outpatient services. It is also the site of the Pawtucket Heart Health Program, an internationally recognized program promoting cardiovascular health.

Veteran’s Administration Medical Center

The VA Medical Center is a 230-bed facility providing acute inpatient and ambulatory care in medicine, surgery, psychiatry and neurology. The hospital admits approximately 5,000 veterans annually and provides over 150,000 outpatient visits in 41 clinics. It is a regional center for treatment of Post-Traumatic Stress Disorder.
Providence

Brown University is situated in a historic residential neighborhood overlooking downtown Providence, a city of some 170,000 people. Providence is a prime example of urban renaissance in the Northeast. Cultural opportunities abound, not only in Providence but throughout the state. New England is rich in history, culture and magnificent scenery. Boston, New York City, Cape Cod and the Islands, and the mountains of Vermont, New Hampshire and Maine are all nearby.

Further information about Brown University may be found at its Web site: http://www.brown.edu

OFFICE OF THE VICE PRESIDENT FOR RESEARCH

With the strategic importance assigned by the President and the Provost to elevating Brown to the level of research powerhouse, the Office of the Vice President for Research was created in 2002. Brown University's research reflects the innovative and interdisciplinary nature of the University itself, and combines the traditional scholarly values of critical thinking and rigorous humanities research with the dynamic approaches of frontier science and technology fields. The Office of the Vice President for Research supports this enterprise through administration, seed funding and interdepartmental communications. In addition, it fosters liaisons between the world outside the University and the research world within the University through such mechanisms as Brown Technology Partnerships and a variety of communication vehicles. The Office determines the priorities of the institution’s research direction based on factors such as existing research strengths and federal guidelines (ie. NIH Roadmap Initiatives). The Office administers the resultant portfolio of research projects.

The Office is led by Andries van Dam, Ph.D., the Thomas J. Watson, Jr., University Professor of Technology and Education and Professor of Computer Science. Dr. van Dam has been on Brown’s faculty since 1965 and was the Computer Science Department’s first Chairman from 1979 to 1985. The creator, along with his colleagues, of hypertext systems, Dr. van Dam has been a world leader in the field of interactive computer graphics. He has received numerous national and international awards. He is a member of the National Academy of Engineering and the American Academy of Arts and Sciences, and holds honorary doctorates from Swarthmore College and Technical University of Darmstadt. Dr. van Dam is on the Technical Advisory Boards for ContextMedia and Microsoft Research.

The Office of the Vice President for Research is organized into three functions, each reporting to Dr. van Dam. Those functions include Research Administration, Technology Partnerships and Research Initiatives.

Within the Office of the Vice President for Research, the Office of Research Administration (ORA) supports Brown’s involvement in projects and programs funded
from sources outside the University. ORA is the central point of coordination for sponsored projects and the legally authorized representative for grants, contracts and other agreements from government agencies, private industry, and non-profit foundations. The staff of ORA is committed to helping faculty submit proposals, administer awards, and comply with all applicable University and sponsor policies. It is the unit responsible for staffing the Institutional Review Board and for overseeing compliance for all research activities involving human participants. The ORA is also responsible for maintaining the University’s movable equipment inventory.

The ORA’s primary goal is to fulfill the crucial faculty support function outlined in Brown's Initiatives for Academic Enrichment as endorsed by the Corporation in February 2003: "In order to remain a robust site for the production and communication of knowledge, Brown faculty must have the resources at their disposal that facilitate excellent teaching and research."

Brown Technology Partnerships (BTP) fosters research partnerships among the University and academic, corporate, public, government, and venture communities, with a special focus on intellectual property and technology-related partnerships that further the societal impact and reach of the University's research.

In addition, BTP serves the technology licensing needs of Brown University. Inventions made at Brown are patented and licensed by BTP, and license revenues are distributed under the University's Patent Policy. Other activities include the Brown Enterprise Forum.

THE ROLE OF THE ASSISTANT VICE PRESIDENT FOR RESEARCH INITIATIVES

The AVP for Research Initiatives will have the following responsibilities:

1) Support and encourage appropriate funding opportunities

   • In concert with the VP for Research, help establish an environment within the Brown community which facilitates interdisciplinary collaboration

   • Follow through with contacts initiated by, or in concert with, the VP for Research, providing administrative and institutional support as appropriate. Based on preliminary concepts, gather data and design strategy and tactics to build a case for high-caliber grant submissions

   • Act as liaison to program officers and key decision makers at funding agencies, both public and private, to learn of program opportunities. As appropriate, help shape new initiatives at these agencies
• As appropriate, support grant proposal preparation. Over time and as warranted, hire and supervise staff to support proposal preparation and other administrative activities of the AVP Research Initiatives

2) Collaborate with other offices and departments within Brown University to maximize potential opportunities

• Work closely with the Office of Public Affairs and University Relations, regarding interactions with Congress, the Executive Branch, and federal and state agencies regarding research related issues. Also work with the Division of Advancement regarding endowments, foundation grants and capital campaigns

• Maintain close relationships with senior University administrators, including the Provost, Deans and faculty. Contribute to their discussions around the current status and future research directions of the institution

3) In collaboration with other members of the Office of the Vice President for Research senior staff, create and maintain a robust communications plan

• Develop pro-active systems to communicate funding opportunities to faculty. Work closely with appropriate departments (ORA, Advancement and Bio-Med) to collect information on opportunities and disseminate the information as necessary

• Seek opportunities to enhance the visibility of, and support for, Brown’s research initiatives by increasing contact with the media, the general public, policy makers and other interested audiences

OPPORTUNITIES AND EXPECTATIONS FOR LEADERSHIP

Successful performance will be measured by the AVP for Research Initiatives’ ability to effectively address the following challenges and opportunities:

Establish credible relationships throughout the University community

The AVP for Research Initiatives must develop credibility with faculty members across the campus, demonstrating an ability to capture and synthesize the research activities of investigators, primarily but not limited to the life and physical sciences, and be able to explain the thrust of the work to both academicians and lay people in a succinct, technically credible and enthusiastic manner. The AVP for Research Initiatives must be able to relate the work of investigators in different disciplines and understand synergies which have potential greater than the sum of the individual parts.

The new AVP for Research Initiatives can play an important role in bridging the Faculty of Arts and Sciences and the School of Medicine, seeking opportunities for multi-
disciplinary collaborations and further enhancing Brown’s relationships with its affiliated hospitals as real research partners.

The AVP for Research Initiatives will have the opportunity to be an integral part of university leadership, working with the Provost, Deans and groups such as the Academic Priorities Committee. Being knowledgeable of the University’s plans for major technology investments, the AVP for Research Initiatives can increase the leverage of such investments by identifying faculty members whose investigations could be pertinent.

**Engage the faculty in multi-disciplinary collaborations**

Working closely with the Vice President for Research, the AVP for Research Initiatives will act as a facilitator, bringing together investigators from different disciplines whose work might effectively complement one another. Given the clear signals from federal funding agencies that collaborative, multi-disciplinary projects are the way of the future, the ability to think creatively and bring teams together will be a hallmark of success.

The AVP for Research Initiatives, working closely with the AVP for Technology Partnerships, will seek to advance opportunities for commercialization of products and ideas developed at Brown, such as the nascent opportunities between engineering and medicine, an area with significant potential to be successful not only in grant awards, but also in commercialization potential.

**Develop effective working relationships with funding bodies**

Clearly, the AVP for Research Initiatives must be knowledgeable about the process of sponsored research. Building and maintaining relationships with key decision makers in a variety of funding organizations will be critical. In addition to federal funding agencies such as the National Institutes of Health, the Defense Advanced Research Projects Agency, the National Science Foundation and Department of Homeland Security, the AVP for Research Initiatives will need to develop a network of contacts with decision makers in foundations and corporations in order to understand how their priorities, interests and opportunities might align with Brown’s research activities.

**QUALITIES AND QUALIFICATIONS**

The successful candidate will be an accomplished and creative professional capable of organizing, implementing and directing new research initiatives with a high degree of professionalism, sensitivity and integrity. Experience in an academic environment is preferred; however, candidates with experience in organizations which fund academic research, such as federal granting agencies, foundations and corporations, will also be considered.
The ideal candidate will have the following personal characteristics and professional qualifications:

- extraordinary interpersonal and communication skills with a proven ability to inspire and persuade
- an innate sense of curiosity; the capacity to listen to, learn about and absorb complex subject matter; a natural affinity for learning and to be widely read
- an ability to build long-term relationships with senior university administrators, faculty, staff, and external constituents
- a sense of urgency and commitment to a clear set of priorities, with the ability to adapt to changing circumstances in a challenging academic environment
- a collaborative, team-oriented style allied with the ability to be strong and decisive
- a high level of initiative, energy, creativity and maturity
- an affinity for the research and educational mission of an academic institution
- a Ph.D. with a successful record as principal investigator is strongly preferred

**PROCEDURE FOR CANDIDACY**

Inquiries, nominations and applications are invited. Candidates should provide a cover letter describing their interest in and qualifications for the position in the context of the themes outlined above, along with a resume. All materials will be treated as confidential. Materials should be submitted (e-mail preferred) to our consultants Emanuel D. Berger and Gaele McCully at

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