Position and Candidate Specification

Vice President for Research and Innovation

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BACKGROUND AND CONTEXT

Duke University is recognized as a premier research institution and routinely ranks in the top echelon of all U.S. universities in research expenditures. Duke’s Office of Research & Innovation has overall responsibility for facilitating the University’s research enterprise and works to encourage and support the development, promotion, and application of Duke’s world-renowned researchers, students, intellectual property, and facilities. Duke researchers are awarded over $700 million per year from government agencies, consistently placing the University in the top ten among U.S. research universities. Duke’s overall research expenditures in fiscal 2020 were $1.36 billion, and its primary funding sources are outlined in the chart below:

In recent years, the University has made a concerted effort to bring excellence and discipline to the Office of Research and Innovation. In 2019, the Vice President for Research role was expanded and combined to include responsibilities previously led separately by the Provost’s office and by Duke Health. There is now a further widening of the role’s responsibility by including oversight of the Office of Innovation. The newly renamed Vice President for Research and Innovation (VPRI) has University-wide responsibility for research policy, coordination with federal research sponsors, compliance, scientific integrity, innovation, and technology transfer.

The VPRI role is part of Duke’s commitment to an integrated leadership structure for research to provide clear and consistent policy guidance, oversight, and accountability for all research across the University and Duke Health. The Office of Research & Innovation is a collaborative, University-wide entity providing overall responsibility for facilitating the research enterprise at Duke.

OPPORTUNITIES AND EXPECTATIONS

The next VPRI of Duke will fully capitalize on the many and varied opportunities and challenges of the present moment and will be expected to:

- Shape, manage the growth, and develop the agenda of the University’s research enterprise, accelerating the development of research excellence across the campus and in clinical settings.
Lead the University’s continued development of innovation, with a distinct focus on fostering interdisciplinary efforts.

Instill a sense of urgency and energy as Duke continues to sharpen its research vision, driving initiatives such as the launch of the Duke Science and Technology venture.

Serve as the champion and principal spokesperson for the development of efficient and robust research policy and infrastructure.

Capitalize on the existing strengths of Duke’s research enterprise both inside and outside of the University, promoting connections among faculty, industry contacts, federal sponsors, and funding partners.

**KEY RELATIONSHIPS**

**Reports to**  
Provost, Duke University; and  
Chancellor for Health Affairs, Duke University, President and CEO, Duke University Health System

**Direct reports**  
Associate Vice President for Research and Vice Dean for Scientific Integrity  
Associate Vice President for Research (x2)  
Assistant Vice President for Research (x2)

The following fall under the oversight of the VPRI:

- **Office of Research Support (ORS)** - provides pre-award grant and contract support, and monitors funding opportunities, compliance, and conflict of interest for all campus units.
- **Office of Research Administration (ORA)** - provides pre-award support, services, and training for all of Duke Health.
- **Office of Sponsored Programs** - oversees financial reporting, compliance monitoring, reimbursements, documentation, and training.
- **Office of Licensing and Ventures** - provides licensing and new venture creation services for the campus and the medical center.
- **Duke Office of Clinical Research (DOCR)** - supports faculty, staff, and students in developing the navigation, tools, and training for the conduct of clinical research.
- Lead a new effort focused on research translation and commercialization.
- Various units within Research Compliance and Safety.
Duke is seeking an innovative, creative, and organizationally savvy leader with substantive experience managing an operationally complex institution through change. The VPRI will be responsible for developing a strong vision to amplify Duke’s culture of research integrity, operational excellence, and competitive innovation. Leading through influence and consensus, the VPRI will emphasize interdisciplinary initiatives, generating excitement, enthusiasm, and buy-in to advance the education and research missions of the University.

CRITICAL LEADERSHIP CAPABILITIES

STRATEGIC THINKING

Continue to lead committed and diverse constituencies to ever-higher levels of achievement and contribute to Duke’s overall excellence by:

- Serving as a strong advocate for Duke’s research mission, strengthening the University’s capacity to address changes in research priorities, regulation, compliance, and global and industry challenges.
- Having accessibility and open-mindedness across disciplines and units, with substantial “research cultural awareness” to navigate the vision and strategy in a dynamic environment.
- Understanding challenges and opportunities facing all campus units and Duke Health while appropriately balancing resources and attention across the whole research enterprise.
- Having the knowledge and foresight to help the University stay ahead of trends and requirements.

Change Leadership

To pursue excellence in research and innovation, the VPRI will:

- Bring visionary leadership to the Office of Research and Innovation, growing and organizing the Office to best support the development, promotion, and application of Duke’s intellectual property and its researchers, students, and facilities.
- Establish processes and practices to encourage and reinforce innovation.
- Lead changes consistent with University strategy and gain buy-in with key constituents.
- Set clear goals and create a culture celebrating positive change and experimentation, engaging people in a reasoned way.
- Be persistent in the pursuit of institutional priorities and strategic direction.

Collaborating and Influencing

In an institution that values shared governance and community, build consensus and support for strategic and tactical initiatives by:

- Serving as an intellectual leader among the faculty and displaying the highest aspirations in developing and fulfilling the University’s research mission.
• Collaborating with faculty, Deans, the President, Provost, Chancellor and other colleagues across Duke University and Duke Health, as well as community advocates, external partners, and federal sponsors in promoting University research priorities.
• Supporting diversity, equity, inclusion, and community initiatives and goals through visible, vocal, and proactive leadership.

**IDEAL EXPERIENCE**

Ideal candidates will have demonstrated experience in many of the following areas:
• Knowledge and demonstrated expertise in one or more of the basic or applied sciences with a broad level of knowledge in others.
• Administrative leadership managing faculty and staff in a complex, multi-disciplinary research environment; experience engaging with research in industry settings or internationally is a plus.
• Knowledge of and experience in dealing with federal research, foundation, and grant funding programs and processes.
• Experience having established and enhanced ties across schools, including academic health care enterprises.
• Proven record of building diverse, equitable, and inclusive teams.
• A history of enabling innovation by faculty and students and driving research commercialization.
• An earned terminal degree and achievement in research and scholarship to meet the requirements for obtaining tenure and appointment as a full professor.

**OTHER PERSONAL CHARACTERISTICS**

• Intellectually curious.
• Excellent communication skills, strong listener. An enabler.
• Focus on action, even in the face of ambiguity and complexity.
• Empathetic, compassionate leader with high integrity and strong ethical values.
• Persuasive, yet calm. Leads with humility.
HISTORY
Duke University was created in 1924 by James Buchanan Duke as a memorial to his father, Washington Duke. The Dukes, a Durham family that built a worldwide financial empire in the manufacture of tobacco products and developed electricity production in the Carolinas, long had been interested in Trinity College. Trinity traced its roots to 1838 in nearby Randolph County when local Methodist and Quaker communities opened Union Institute. The school, then named Trinity College, moved to Durham in 1892, where Benjamin Newton Duke served as a primary benefactor and link with the Duke family until his death in 1929. In December 1924, the provisions of indenture by Benjamin’s brother, James B. Duke, created the family philanthropic foundation, The Duke Endowment, which provided for the expansion of Trinity College into Duke University.

As a result of the Duke gift, Trinity underwent both physical and academic expansion. The original Durham campus became known as East Campus when it was rebuilt in stately Georgian architecture. West Campus, Gothic in style and dominated by the soaring 210-foot tower of Duke Chapel, opened in 1930. East Campus served as home of the Woman’s College of Duke University until 1972, when the men’s and women’s undergraduate colleges merged. Both men and women undergraduates now enroll in either the Trinity College of Arts & Sciences or the Pratt School of Engineering. In 1995, East Campus became the home for all first-year students.

Duke maintains a historic affiliation with the United Methodist Church.

SCHOOLS & COLLEGES
10 schools and colleges including Trinity College of Arts & Sciences, School of Law, Divinity School, Graduate School, School of Medicine, School of Nursing, Pratt School of Engineering, Fuqua School of Business, Nicholas School of the Environment, and Sanford School of Public Policy.

INSTITUTES & CENTERS
A cornerstone of Duke’s commitment to inquiry across disciplines are the 11 institutes and centers including John Hope Franklin Humanities Institute, Kenan Institute for Ethics, Social Science Research Institute, Nicholas Institute for Environmental Policy Solutions, Duke Global Health Institute, Duke Institute for Brain Sciences, Duke Innovation & Entrepreneurship, Duke University Energy Initiative, Rhodes Information Initiative at Duke, Duke Science & Society, and Duke Margolis Center for Health Policy.

STUDENTS, FACULTY AND EMPLOYEES
- 6,542 Undergraduate Students; 9,009 Graduate & Professional Students; 15,551 Total Students
- All Faculty 3,956 (includes professors of the practice, research professors, lecturers, clinical professors and medical associates). 1,688 Total Tenured/Tenured Track Professors
- Total employees 42,479

FINANCIAL AND OPERATING INFORMATION
- $6.9 billion in Operating Expenditures (for fiscal year that ended June 30, 2020)
- The provisions of James B. Duke’s $40 million indenture in 1924 created Duke University’s initial endowment. Those funds had a market value of $8.5 billion in the fiscal year that ended June 30, 2020
• Duke Forward, the largest fundraising campaign in Duke University history, concluded on June 30, 2017, raising $3.85 billion over the previous seven years. Record giving by more than 315,000 donors and foundations helped propel Duke Forward past its original goal of $3.25 billion.

COMMITMENT TO DIVERSITY AND INCLUSION
Duke aspires to create a community built on collaboration, innovation, creativity, and belonging. Our collective success depends on the robust exchange of ideas—an exchange that is best when the rich diversity of our perspectives, backgrounds, and experiences flourishes. To achieve this exchange, it is essential that all members of the community feel secure and welcome, that the contributions of all individuals are respected, and that all voices are heard. All members of our community have a responsibility to uphold these values.

DUKE LEADERSHIP

Vincent E. Price
President

Daniel Ennis
Executive Vice President

Sally Kornbluth
Provost

A. Eugene Washington
Chancellor for Health Affairs,
Duke University
President and CEO, DUHS

For additional information on Duke University, please visit https://duke.edu/

THE SEARCH PROCESS
The Duke VPRI Search Committee is eager to receive input that will help it build a diverse pool of talented individuals. To that end, the Search Committee welcomes your comments, inquiries, applications, and nominations, which may be submitted via e-mail with supporting materials to: DukeVPRI@SpencerStuart.com