This leadership profile is intended to provide information about Texas A&M University and the position of Vice President for Research. It is designed to assist qualified individuals in assessing their interest in this position.
Executive Summary

Texas A&M University invites inquiries, nominations, and expressions of interest for the position of Vice President for Research (VPR). This prominent leadership role provides exciting opportunities for an ambitious and entrepreneurial individual to advance the discovery and innovation enterprise of one of the nation’s foremost research universities that has achieved remarkable success over recent years. A member of the prestigious Association of American Universities, Texas A&M is ranked 16th among all U.S. institutions and 9th among public institutions in annual expenditures in research and development funding by the National Science Foundation.

Reporting to the Provost & Executive Vice President, the VPR serves as a member of the President’s cabinet and contributes to the University’s senior leadership. The VPR provides broad, strategic vision and collaborative leadership that supports faculty and students to elevate the quality and scope of Texas A&M’s research mission and portfolio to further strengthen its contributions to the discovery, development, communication, and application of knowledge for the benefit of the state of Texas, the nation and the world.

Texas A&M University comprises 16 colleges and schools, including the professional health colleges with locations around Texas, School of Law in Ft. Worth, TX and two special purpose campuses (Galveston, TX and Doha, Qatar) as well as the University Libraries. With over 3,700 faculty and an enrollment of 50,879 undergraduate and 14,800 graduate and professional students Texas A&M is among the largest, most comprehensive universities in the country. Rooted in its legacy as the first public institution of higher learning in Texas and one of only a small number of institutions in the nation to hold triple designation as a land-grant, sea-grant and space-grant university, Texas A&M stands as one of the largest research universities in the United States. Faculty-researchers, within 16 college and schools, two branch campuses, and in collaboration with Texas A&M system agencies, generate more than $892 million in research expenditures, all while enhancing undergraduate and graduate education by providing hands-on research.

Texas A&M’s next VPR will contribute to the creation of a dynamic, exciting, discovery-driven intellectual environment that draws and nurtures superior faculty and students. She or he will be a highly accomplished individual with a track record of successful, transparent leadership of a complex organization and who possesses the interpersonal, managerial, and communication skills necessary to build and operate an effective enterprise and to work collaboratively with colleagues across many disciplines to develop large multi-investigator research initiatives and creative projects. The VPR will have demonstrated success as a principal investigator of substantial competitive federal research grants (or equivalent) and in attracting support for research from private partnerships and other funding entities. He or she will have knowledge of and a deep commitment to research compliance and integrity, and possess the ability and acumen to help translate research for societal gain, transfer technologies for commercial applications, and enhance workforce development for economic growth. The desire and ability to work with agricultural and engineering research and extension agencies is essential.

Candidates must be qualified to hold an appointment at the rank of full professor with tenure at Texas A&M. Additional information about the position and Texas A&M can be found at http://vprsearch.tamu.edu/.
For information regarding a nomination or expression of personal interest in this position, please see the section entitled *Procedure for Candidacy*. 
Role of the Vice President for Research

The VPR serves as the chief research officer for Texas A&M, reports to the Provost & Executive Vice President and serves as a member of the President's cabinet: President’s Organization Chart.

Texas A&M has enjoyed a strong reputation for the success of its research enterprise, which has experienced sustained growth and achieved record levels in recent years. The new VPR has an outstanding opportunity to build upon this momentum and spearhead, with other senior leaders and faculty, an institution-wide effort to further strengthen a comprehensive disciplinary, interdisciplinary, and collaborative research program that will maintain and build upon its excellence as one of the nation’s premier research universities, while producing knowledge and tools to improve the lives of the people of Texas and the world. In carrying out the responsibilities of this position, the new VPR will play a lead role in supporting the evolution of new research initiatives, maintaining a competitive research infrastructure, developing research policies, overseeing sponsored research activity, and ensuring regulatory compliance.

In close collaboration with the Provost & Executive Vice President, the new VPR provides overall leadership in developing a research plan that integrates with the Texas A&M Strategic Plan with the objective of increasing funding opportunities, developing collaborative partnerships across disciplines, and supporting research in all of its forms. The VPR is responsible for working with deans, directors, faculty, students, and other constituencies across all its campuses to focus and enhance the University’s capacity for innovative multidisciplinary research, and to develop large-scale multi-investigator initiatives in a wide variety of research areas and disciplines.

The Division of Research also bears ultimate responsibility for policies and procedures regarding intellectual property, technology transfer, commercialization, research ethics, and regulatory compliance, including those related to human subjects and clinical research activities.

The VPR manages a team of approximately 400 and a budget of $60 million. The following positions report to the Vice President for Research:

- Director and Liaison to the Vice President for Research
- Executive Associate Vice President for Research
- Senior Associate Vice President for Research
- Senior Associate Vice President for Research
- Senior Associate Vice President for Research
- Associate Vice President for Research
- Associate Vice President for Research
- Assistant Vice President for Research
- Executive Director of Sponsored Research Services
- Executive Director of Technology Commercialization

An organization chart for the Division of Research can be found in Appendix I.
Opportunities and Expectations for Leadership

As the chief research officer for Texas A&M University, the VPR will provide strategic vision and operational leadership for all aspects of the research enterprise, support and encourage excellence in faculty scholarship, and maintain a collaborative and transparent environment and community that supports the University’s research goals. This system-wide leadership role comes with the highest levels of support from the University’s administration in order to pursue and advance the follow areas.

**Advance Research Excellence and a Vision for the Future**

The VPR will provide broad vision and leadership to Texas A&M’s overall research strategy and agenda including its research divisions, institutes and centers. He or she will assist the President, the Provost & Executive Vice President and other campus leaders in preparing and advocating for the university’s federal research agenda.

The VPR will plan, direct, and execute short- and long-term goals for the university’s research enterprise. The VPR will ensure the integration and alignment of research-related planning with the University’s overall strategic plan and other programmatic plans within the university such as those for facilities and information technology, among others. The VPR will provide leadership for executing plans to meet goals for sponsored research, federal initiatives, and research development.

The VPR will identify gaps in strategic research areas and leverage the broad disciplinary expertise of the university, including potential partnerships with Texas A&M University System institutions, state agencies (TEES, TEEX, TTI, AgriLife Research and AgriLife Extension) and other organizations. The VPR will pursue original funding opportunities across various sources, including state and federal funding agencies, industry partners, foundations, and individual donors.

In promoting excellence, the VPR will aid the Provost & Executive Vice President and Deans in attracting and retaining the highest quality faculty and in initiating and maintaining programs to enhance faculty and student development in the areas of research, scholarship, creativity, and extramural funding.

As the intellectual leader of the research enterprise, the VPR will ensure that effective strategies are in place to steadily enhance the breadth, depth, and impact of Texas A&M’s research activity over time.

**Build and Sustain Collaborations and Partnerships to Increase Research Funding**

In order to compete successfully in today’s research environment, Texas A&M needs to capitalize upon its ability to leverage the many talents and expertise of its faculty and students across the various colleges, schools, and disciplines through collaborative, multi-disciplinary research. The new VPR, in partnership with the Provost & Executive Vice President and other leaders, will help identify areas where this collaboration and synergy can be found and bring investigators together to conceptualize and develop ideas for large-scale, multi-disciplinary projects that will allow Texas A&M to compete successfully for transformational grant funding. A strategic, highly collaborative VPR will provide focus to move in this direction.
The VPR will also work with the Provost & Executive Vice President to partner with and encourage Deans to recruit new faculty with expertise in areas that are likely to be emphasized in the future and possibly across disciplines that synergize with current distinguished faculty.

One area of strategic opportunity is the life sciences and increasing funding from the National Institutes of Health (NIH). The new VPR will work closely with the Vice Chancellor for Health Services, and others across the university, to identify and create opportunities to compete successfully for NIH funding. Part of this endeavor will be to enhance cross college and cross agency collaborative clinical and translational research across the biomedical health sciences. This progress must not be made at the expense of Texas A&M’s exceptional track record with NSF funding.

By encouraging faculty to translate their research to the marketplace and by continuing to partner with a broad range of commercial industries, Texas A&M can drive innovation, produce breakthrough technologies, and increase the economic benefit of its research to the state, the nation, and the world. Texas A&M has a long history of relationships with many of the nation’s strongest corporations, particularly those in the agriculture and engineering fields. There are tremendous opportunities for growth in this area, and the new VPR will work closely with partners across the university, including the new office of corporate relations within the new School of Innovation, to identify and help facilitate ways for Texas A&M to improve the breadth and depth of its partnerships with corporations across the gamut of disciplines.

The VPR will be expected to help connect investigators across Texas A&M with various federal agencies where the university has not traditionally sought significant funding or has made some strong inroads that can be built upon, including the Department of Defense, Department of Homeland Security, Department of Agriculture, Department of Education, Department of Energy, among others. The VPR will develop a strong understanding of opportunities within those agencies to ensure that investigators are aware of and well positioned to leverage them.

Ultimately Texas A&M’s goal is to increase the number of programs ranked in the top 25% nationally in research funding and to exceed $1 billion in total annual research expenditures.

**Manage the Research Organization and Ensure Operational Excellence**

For Texas A&M to compete as a truly world-class research institution, it must have a world-class infrastructure. The university must support its faculty members and students with a wide range of programs and services designed to help them nurture their emerging ideas into funded projects, and where appropriate, transfer the resulting knowledge into practical applications. The VPR will continue efforts to ensure that the division provides effective customer service to researchers working across the university. Ultimately the VPR will develop an operating structure that ensures the efficient and effective delivery of research support services for such duties as approving research protocols, developing grants, overseeing pre- and post-award processes, maintaining appropriate compliance with research regulations, and facilitating and managing other steps in the research process.

The VPR is responsible for ensuring that researchers are aware of ever-changing regulations, that they have the tools necessary to comply with these regulations, and that compliance is monitored and achieved. The VPR will continue to work with the faculty and students to appropriately balance the need for compliance, with a more innovative approach to the research mission and a greater openness to pursuing compelling opportunities.
The VPR should ensure that the university is providing the highest levels of ethics and compliance, while allowing its scholars to be on the forefront of new directions, innovations, and scholarship. Ultimately, Texas A&M researchers should feel they are equipped with the facilities, tools, and resources necessary to move quickly when new opportunities emerge. While encouraging the growth of research funding, the VPR must be cognizant that there are many important areas that produce significant scholarship, discovery, and creative works as part of a comprehensive research university but have less access to conventional funding, particularly across the arts and humanities, and therefore must be supported and encouraged through innovative means.

**Promote and Communicate Texas A&M’s Research Excellence**

The VPR promotes and supports faculty research efforts both within the university and externally. Outside of the university, the VPR will champion issues that impact the research mission of Texas A&M and serve as a spokesperson for research policy and issues with city, state, federal, public and private funding bodies and policy makers.

The VPR will serve as a convener and supporter of the Texas A&M research community and will promote activities that benefit the interests of the university and its collaborating institutions and partners. The VPR will advocate for support for faculty involvement in professional societies, editorial boards, and participation in national and international committees, panels and symposiums that address issues of importance to Texas and society at large and related policy matters, thereby enhancing the university’s reputation.

The VPR will assist and support the President and other senior university leaders in all aspects of external engagement and philanthropic development efforts by communicating the university’s research enterprise.

**Serve the State of Texas and Education**

Texas A&M is a tremendous resource for responding to Texas-related issues and providing practical solutions. Texas A&M will continue in this leadership role by strengthening outreach, engaged scholarship and improving relationships with state and local agencies by identifying experts who can engage communities and decision makers to address ongoing concerns. Texas A&M’s successful track record can help build and lead appropriate teams with other Texas institutions to conduct collaborative research across the state, bringing greater visibility, value and recognition to the university. The VPR will work in close partnership with and assist university leadership in establishing Texas A&M as a key scientific and technological advisor to the State of Texas and to the Texas Congressional delegation.

One of the major advantages of Texas A&M is its unique relationship with state run agencies such as the Texas A&M Engineering Extension Service (TEEX), Texas A&M Engineering Experiment Station (TEES), Texas A&M AgriLife Research and the Texas A&M AgriLife Extension Service. The VPR will play a key role in nurturing and growing the collaborative relationships between the university and these related state agencies.

Cited nationally for “tangible contributions to the public interest,” Texas A&M remains true to its land-grant mission. The VPR will ensure that Texas A&M continues to turn discovery into deeds, develop tools and expertise designed for real-world applications, and deliver products and services that improve the lives of Texans.
Likewise, the VPR will collaborate closely with the Associate Provost for Undergraduate Studies and Associate Provost for Graduate & Professional Studies to promote a robust environment of undergraduate research and graduate education to encourage and foster a desire in students to engage in research-focused learning experiences, and pursue research and technology related career paths that contribute to developing a talented workforce for the state of Texas and beyond.

**Champion Transparency, Diversity and Inclusion**

Texas A&M University is committed to diversity and inclusion of all faculty, staff, and students. The VPR must continue to inspire and motivate staff at all levels while also recruiting and retaining a diverse and talented workforce. Given the many demographic and societal changes taking place nationally and internationally, the next VPR must also be attentive and sensitive to ensuring an organizational culture of openness, fairness, and transparency that celebrates a diversity of thought and expression and that promotes an environment of tolerance, acceptance, and inclusion. The new VPR must lend personal authority and passion to these efforts and ensure strong and consistent communications and collaborations across the enterprise.

**Professional Qualifications and Personal Qualities**

Ideal candidates for the VPR at Texas A&M University will have the following qualifications and personal qualities:

- Must be a scholar of the highest quality and reputation, preferably from an AAU institution, and qualified to hold an appointment at the rank of full professor with tenure in an academic department at Texas A&M. A minimum of 15 years teaching and research experience is required.
- Documented record as a principal investigator of large, competitive federal or similar research grants.
- Demonstrated ability to facilitate and attract support for research, scholarship, and creative works—from the public and private sectors—consistent with the expectations of a comprehensive tier-one research university that has a land-, sea- and space-grant designation. Successful experience with and understanding of NIH will be highly valued.
- Superb ability to collaborate and bring investigators together to conceptualize and develop large-scale, multidisciplinary research initiatives and translate them into compelling funding opportunities.
- Ability and willingness to work effectively within the existing Texas A&M University organizational structure and cooperate successfully with the separate agriculture and engineering research agencies.
- A commitment to research as a core component of the academic enterprise rather than a separate endeavor and, as such, is able to engage the entire institution around research so everyone sees their role and participates in advancing Texas A&M’s research mission.
- The humility and ability to put one’s ego aside for the overall good of the university and work effectively in a highly complex administrative structure and to build cohesive, high performing teams that complements his or her own strengths and weaknesses.
• Understanding of the needs of the range of faculty—from early career faculty just beginning to build their research funding portfolios to senior level faculty working on large scale proposals—and can effectively support them.

• Ability to represent the research vision, strategies, goals and needs of the enterprise nationally, internationally and in serving as a member of the President’s cabinet and contributing to the executive leadership of the university.

• A history of strong interactions with government agencies, corporate and private sectors and knowledge of national and international research agendas and enterprises.

• Broad knowledge of federal research policies, guidelines, processes, and grants and contract administration. A strong knowledge of and commitment to research regulation and compliance.

• A desire and ability to develop commercial partnerships and the commercialization of university research.

• Knowledge of philanthropic foundations in research and scholarship in liberal arts, science, technology, engineering, and professional schools.

• Experience in and/or a passion for public land-grant universities and the role they play in the vitality of the region and state.

• Advanced skill and demonstrated experience in strategic planning, budgeting, managing, executing, and administering a complex organization.

• An understanding of contemporary public higher education and the development of research infrastructure and enterprises.

• Advanced skill in effectively communicating and advocating for the university’s mission and impact and to diverse audiences. Ability to think strategically about best positioning Texas A&M and its faculty for the most productive outcome with each audience.

• Ability to lead and work collaboratively and to build and promote mutually productive partnerships both across the university and external entities including public and private sector organizations, higher education systems, and leaders and organizations in the community, region and state.

• Demonstrated commitment to diversifying the faculty, students, and administration and a commitment to fairness, transparency and inclusion.

• The highest level of ethical standards and integrity.

Appointment

The VPR is a 100 percent time, 12-month senior administrative position. The VPR reports directly to the Provost & Executive Vice President and serves as a member of the President’s cabinet. The VPR is appointed by and serves at the pleasure of the Provost & Executive Vice President. The anticipated start date for this position is January 2018, or as soon as possible thereafter.

Research at Texas A&M

Texas A&M’s Division of Research delivers strategic support to further the university’s research mission through facilitating collaborations to grow federal funding, strengthening the research
infrastructure, promoting the value of research, encouraging commercialization partnerships, and ensuring research compliance. The division is committed to a truly comprehensive university, where students, researchers, and inventors bring scholarship and innovation to bear for the benefit of the community, the state, and the nation.

As one of only 62 members of the prestigious Association of American Universities (AAU), an association of leading public and private research universities in the United States and Canada, Texas A&M boasts some of the top programs in academic research and scholarship. Texas A&M is one of only a select few institutions in the nation to hold the triple designation as a land-grant, sea-grant, and space-grant university and is an active member of the Association of Public and Land-grant Universities (APLU) — a research, policy, and advocacy organization dedicated to strengthening and advancing the work of public universities in the U.S., Canada, and Mexico.

Today, Texas A&M University stands among the top public research universities in America and garners international recognition for preparing students to enter the workforce. Texas A&M leads the state in graduation rates and maintains the lowest administrative cost ratio in Texas.

The state of Texas receives countless benefits from the Aggie graduates, faculty, and partners who help Texas remain competitive: Long-Term Investments.

Texas A&M turns discovery into deeds that serve the public good, develops tools and expertise designed for real world applications, and delivers products and services that improve the lives of Texans: Translating Investment into 21st Century Innovation.

Texas A&M is one of the nation’s largest universities in terms of enrollment, and is ranked #1 in Texas and 2nd nationally among all public universities in enrollment of National Merit Scholars: Preparing Tomorrow’s Leaders.

By record of its achievement, Aggie Innovation has:

- Licensed A&M System technologies to 111 start-up companies.
- Worked with more than 4,300 inventors to review and assess almost 4,100 disclosed technologies and discoveries.
- Successfully negotiated 1,034 licenses and 353 option agreements with 944 companies.
- Obtained 1,432 issued patents.
- Generated $52.8 million in licensing revenues in the last five years.

For more information on research at Texas A&M, see: Research at Texas A&M and Division of Research.
Texas A&M University is the first public institution of higher education in Texas. With a current student body of more than 50,879 undergraduate, 14,800 graduate and professional students across sites around the state and a main campus of more than 5,200 acres in College Station, TX. Texas A&M University is also among the nation's largest universities. Its origins, however, were much humbler. Texas A&M University owes its origin to the Morrill Act, approved by the United States Congress on July 2, 1862. This act provided for donation of public land to the states for the purpose of funding higher education, whose "leading object shall be, without excluding other scientific and classical studies, and including military tactics, to teach such branches of learning as are related to agriculture and mechanic arts."

The State of Texas agreed to create a College under the terms of the Morrill Act in November 1866, but actual formation didn't come until the establishment of the Agricultural and Mechanical College of Texas by the Texas state legislature on April 17, 1871. A commission created to locate the institution accepted the offer of 2,416 acres of land from the citizens of Brazos County in 1871, and instruction began in 1876. Admission was limited to males, and, as required by the Morrill Act, all students were required to participate in military training.

In 1963 the Texas state legislature officially renamed the school Texas A&M University, with the "A" and "M" being a symbolic link to the school's past but no longer officially standing for "Agricultural and Mechanical".

Today, Texas A&M University ranks as the sixth largest university in the country, with more than 400,000 former students worldwide. The university is a member of the prestigious Association of American Universities, one of only sixty-two institutions with this distinction.

The University has an endowment valued at more than $5 billion, ranking forth among U.S. public institutions and tenth overall. The endowment value includes a 1/3 designated portion of the Texas Permanent University Fund, managed for University of Texas System, Texas A&M University System and others designated but UTIMCO. Its faculty researchers generate more than $892 million in research expenditures in FY16. The NSF survey ranked Texas A&M sixteenth among all universities in total research expenditures for 2015. Texas A&M University is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award baccalaureate, master's, and doctoral degrees.

Texas A&M University is located in College Station, Texas, about ninety miles northwest of Houston and within a two- to three-hour drive from Austin and Dallas. The university is recognized as the home of the 12th Man, where students stand during football games to show support for the team — and for fellow Aggies — a personification of the Aggie Spirit.

The Corps of Cadets is recognized among the nation’s largest uniformed student bodies at more than 2,500 strong. Texas A&M University commissions more officers than any other institution outside of the nation's service academies.
The university has been named second in the nation by The Wall Street Journal, in a survey of top U.S. corporations, non-profits, and government agencies, based on graduates that recruiters prefer to hire, among all universities public or private.

The George Bush Presidential Library and Museum opened in 1997 on West Campus, making Texas A&M University one of only a few universities to host a presidential library on their campus. President Bush maintains a role in the university, hosting and participating in special events organized through the library.

**Rankings**

Texas A&M University ranks first in Texas in student retention and graduation rates — overall and for minorities, and first in the nation in "payback ratio" — what graduates earn compared to the cost of their college educations by Smart Money magazine. In 2016, it was ranked 2nd in Texas and 21st nationally as a “best value” among public universities by U.S. News & World Report, and in 2015 it was ranked 3rd in the nation among universities based on “contribution to the public good” by Washington Monthly. Best College Reviews ranked College Station, TX as 21 out of the 50 Best College Towns in America.

**Mission Statement**

Texas A&M University is dedicated to the discovery, development, communication, and application of knowledge in a wide range of academic and professional fields. Its mission of providing the highest quality undergraduate and graduate programs is inseparable from its mission of developing new understandings through research and creativity. It prepares students to assume roles in leadership, responsibility, and service to society. Texas A&M University assumes as its historic trust the maintenance of freedom of inquiry and an intellectual environment nurturing the human mind and spirit. It welcomes and seeks to serve persons of all racial, ethnic, and geographic groups, women and men alike, as it addresses the needs of an increasingly diverse population and a global economy. In the twenty-first century, Texas A&M University seeks to assume a place of preeminence among public universities while respecting its history and traditions.

**Vision and Values**

People are Texas A&M University’s most valuable asset. The university strives to maintain an environment which encourages all employees to achieve their personal and professional goals and aspirations as we work toward achieving the University’s mission. In this environment, each person’s individuality and contributions are respected. Texas A&M University recognizes that all people have rights at work, including the right to be treated with respect and dignity, the right to be recognized and rewarded fairly for performance, and the right to a work environment free from discrimination and harassment. The university is committed to these rights. All people at Texas A&M University are expected to treat each other in accordance with these rights.

Texas A&M University will strive for a work environment in which all people accept responsibility to contribute to the success of the University and are empowered to do so. Finally, for this vision to become reality and endure, it must be continually communicated, supported, and upheld.

More information about Texas A&M University may be found on its website: [www.tamu.edu](http://www.tamu.edu).
President Michael K. Young

Michael K. Young became the 25th President of Texas A&M University on May 1, 2015, bringing a proven track record of academic leadership.

As president and tenured Professor of Law at the University of Washington from 2011 to 2015, he led the nation’s top public university in competing for federal research funding, as well as its ambitious plan to double the number of new companies based on UW research. He also launched the Global Innovation Exchange, a partnership in the State of Washington between the University of Washington, a major Chinese university and European universities. The University also more than doubled its fundraising during his tenure. Prior to that, he served as President and Distinguished Professor of Law at the University of Utah. Under President Young’s leadership, Utah raised its stature nationally and internationally, including becoming the nation’s top university in the number of new companies generated from university research. The University also built over a million square feet of academic and research space under President Young’s leadership.

Before assuming the presidency at Utah, he was Dean and Lobingier Professor of Comparative Law and Jurisprudence at the George Washington University Law School, and he was a professor at Columbia University for more than 20 years. He also has been a visiting professor and scholar at three universities in Japan.

A graduate of Harvard Law School, President Young has broad experience across legal, public service, and diplomatic arenas. He served as a law clerk to the late Chief Justice William H. Rehnquist of the U.S. Supreme Court, and he has held a number of government positions, including Deputy Under Secretary for Economic and Agricultural Affairs, and Ambassador for Trade and Environmental Affairs in the Department of State during the administration of President George H.W. Bush. Among many other international agreements, President Young worked extensively on the treaties related to German unification, as well as the North American Free Trade Agreement (NAFTA) and Uruguay Round negotiations leading to the World Trade Organization, and the U.N. Conference on Environment and Development. Subsequently, President Young served eight years on the U.S. Commission on International Religious Freedom, which he chaired on two separate occasions.

He is a member of the Council on Foreign Relations and a fellow of the American Bar Foundation.

Interim Provost & Executive Vice President, Dr. Douglas J. Palmer (thru August 31 2017)

Douglas J. Palmer has had more than 20 years of higher education leadership experience including his recent appointment as Interim Provost and Executive Vice President of Texas A&M University and service as Interim Chief Operating Officer of Texas A&M University at Galveston and Interim Vice President of Texas A&M University from April 2016 to March 2017. He served as dean of Texas A&M University's College of Education and Human Development from 2006 to 2015. Before becoming dean, Palmer was head of the Department of Educational Psychology and Executive Associate Dean of the College of Education and Human Development. He has been a member of the Educational Psychology faculty for more than 35 years and was also recently appointed to the faculty in Higher Education Administration. He held the Sydney and J.L. Huffines Chair of Education from 2000 to 2015. During his faculty career, Palmer has directed a number of federal, state, private foundation, and international extramural projects with more than $20 million in funding.
Experienced in international education, Palmer has directed collaborative teacher preparation and development projects in Qatar funded by the State of Qatar. These programs were developed by faculty in Texas A&M’s College of Education and Human Development with faculty colleagues at The University of Qatar. Palmer served as a member of a Qatar national education advisory board from 2009 to 2016. He also has supported the development and implementation of numerous university study abroad programs in Mexico, Central America, Europe and Asia and has served on the Advisory Board of the Confucius Institute at Texas A&M University.

Most recently, his scholarship has focused on teacher expertise, teacher development, and leadership decision-making. Palmer received his M.A. and Ph.D. from the University of California, Los Angeles, and B.A. from California State University.

Provost & Executive Vice President Dr. Carol A. Fierke (effective 01 September 2017)

Carol A. Fierke currently serves as Dean of the Rackham Graduate School and Vice Provost for Academic Affairs – Graduate Studies at the University of Michigan. In addition, she is holder of the Jerome and Isabella Karle Distinguished University Professor of Chemistry. She holds this appointment in the College of Literature, Science & Arts, as well as professor of biochemistry in the Medical School.

A world leader in her field, Fierke is the recipient of the American Chemical Society’s Repligen Award in Chemistry of Biological Processes and the Protein Society’s Emil Thomas Kaiser Award for her contributions in the application of chemistry to the study of enzymes. Her interdisciplinary research team of graduate students, post-doctoral fellows, and fellow faculty focuses on the structure, function, and biological relevance of metalloenzymes and RNA catalysts and the development of enzyme inhibitors as therapeutic agents. Her research has been continuously funded by the National Institutes of Health and has been funded by a number of other agencies and foundations, including the National Science Foundation, American Heart Association, American Cancer Society, Office of Naval Research, and Keck Foundation. She has been recognized for her teaching and curricular innovations to education at the University of Michigan where her influence has been noted by undergraduate, graduate, and post-doctoral students from a variety of backgrounds and perspectives.

Fierke received a Ph.D. in biochemistry from Brandeis University and a bachelor of arts in chemistry from Carleton College. She completed post-doctoral training at Pennsylvania State University and served on the faculty at Duke University before joining University of Michigan in 1999, where she has served as the department chair for chemistry (2005-2015) and vice provost and dean for graduate studies since 2015.

She has been honored for improving the campus environment for faculty and students, especially women in science, including active involvement with the University of Michigan ADVANCE program for highlighting diversity and excellence. She has won numerous awards and honors, including the 2016 American Chemical Society’s National Award for Encouraging Women into Careers in the Chemical Sciences, sponsored by the Camille & Henry Dreyfus Foundation, Inc.

Over the summer months, Fierke is completing her administrative duties at Michigan and transitioning research projects and personnel in preparation for assuming her new position at Texas A&M on September 1.
College Station, Texas

Texas A&M University is located in the twin cities of Bryan and College Station, home to about 203,000 residents. This central Texas location offers the best of both worlds: it’s small enough to offer safe and affordable living and just a short drive to three major Texas cities—Houston, Austin, and Dallas.

Texas A&M University is home to several world-class, one-of-a-kind venues, including numerous museums, art galleries, and more. The University is the crossroads for everything from Broadway shows and the ballet to brown bag concerts and “battles of the bands.” The charming city of Bryan, Texas features meticulously restored buildings, a diversity of enticing restaurants, and a wealth of unique downtown shops. It is also the home to the Brazos Valley African-American Museum and the Carnegie Center of the Brazos Valley, located in the oldest Carnegie Library in Texas.

Nature is an integral part of College Station, just four miles down the road from Bryan. The city features over 1,100 acres of public parks and sports facilities. Recreational activities are plentiful, including golf courses, nature trails, bike paths, and a wide variety of sports leagues. College Station offers a multitude of opportunities for recreation, leisure, shopping, and dining and maintains one of the lowest crime rates in Texas, giving peace of mind to residents and visitors alike.

College Station is also home to the George Bush Presidential Library and Museum – one of the region’s most popular tourist attractions, with over 690,000 visitors since it opened. In addition, the region boasts numerous art galleries and cultural and musical establishments.
Procedure for Candidacy

Inquiries, nominations, and candidate materials, including a CV and narrative describing background, qualifications, and brief strategic vision for advancing university research can be sent in confidence to consultants Brian Bloomfield and Suzanne Teer via email to TAMU-VPR@wittkieffer.com. The position will remain open until filled. Given the weather events at the end of August and the business of starting the academic year, the initially posted application deadline is being extended from September 1, 2017, to September 14, 2017.

Material that cannot be emailed may be sent to:

Vice President for Research
Texas A&M University c/o WITT/KIEFFER
Attention: Brian Bloomfield and Suzanne Teer
2015 Spring Road, Suite 510 Oak Brook, IL 60523

The Texas A&M University System is an Equal Opportunity/Affirmative Action/Veterans/Disability Employer committed to diversity.

The material presented in this leadership profile should be relied on for informational purposes only and is subject to change. This material has been copied, compiled, or quoted in part from Texas A&M University documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.
Appendix I: Office of the Vice President for Research Organizational Structure
Appendix II: Search Advisory Committee Membership

**Co-Chairs**
John Gladysz, Distinguished Professor, Dow Chair in Chemical Invention
Patrick Louchouarn, Professor, Executive Associate Vice President for Academic Affairs, Texas A&M University at Galveston, and Associate Provost, Texas A&M University

**Faculty**
Penny Riggs, Associate Professor of Animal Science, Functional Genomics
Yvonna Lincoln, Distinguished Professor, Educational Administration and Human Resource Development
Jorge Alvarado, Professor of Manufacturing and Mechanical Engineering Technology
Courtney Schumacher, Professor, E. D. Brockett Professorship in Geosciences
Ivan Rusyn, Professor, Veterinary Integrative Biosciences

**Faculty Administration**
Carrie Byington, Senior Vice President for HSC, Dean of Medicine, Vice Chancellor for Health Services
Eli Jones, Professor of Marketing and Dean, Mays Business School and Lowry and Peggy Mays Eminent Scholar
Tim McLaughlin, Associate Professor and Head, Department of Visualization
Gregory Gause, Professor and Head, Department of International Affairs
Balakrishna Haridas, Executive Director for Technology Commercialization and Entrepreneurship; TEES and Professor of Practice; Director, National Center for Therapeutics Manufacturing
Van G. Wilson, Professor, Department of Microbial Pathogenesis and Immunology, and Associate Dean for Research and Graduate Studies, College of Medicine

**Administrators**
M. Dee Childs, Vice President for Information Technology
Michael O’Quinn, Vice President for Government Relations
Annette Shenkir, Associate Vice President for Research
David Lunt, Associate Director, AgriLife Research

**Affiliates**
Tyson Voelkel, President, Texas A&M University Foundation
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