

THE UNIVERSITY OF ARIZONA

**Associate Vice President, Tech Parks Arizona,
University of Arizona
and
President, Campus Research Corporation**

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Introduction

The University of Arizona, established in 1885 and located in Tucson, is a major public research university, with over 43,000 students across 19 schools and colleges, including two medical schools, one of which is located in Phoenix. The University is ranked 21st among American universities in research funding, receiving more than \$620 million annually.

In addition to the resources of the University, the Tucson area is home to many other large employers and has a rapidly growing innovation and entrepreneurial ecosystem and culture. There are numerous local venture capital and angel investor groups, combined with service providers and incubation spaces to help innovators develop locally based viable businesses.

The University has two research parks – since 1994, it has operated and developed the UA Tech Park at Rita Road, a large and successful research park in southeast Tucson. The University is now ready to begin vertical development at its new park, the UA Tech Park at The Bridges, a 65-acre, shovel-ready high density urban site close to the University's main campus. Due to the retirement of the long-term incumbent, the University is currently seeking nominations and applications for the position of Associate Vice President for Tech Parks Arizona and President of the Campus Research Corporation.

The new President of the University, Dr. Robert (Bobby) Robbins, is leading the charge to enhance the UA's ability to leverage its research enterprise as part of the innovation ecosystem of the region. This effort includes growing the robust commercialization efforts of Tech Parks Arizona and Tech Launch Arizona.

President Robbins has spoken often of the rise of what has been termed "The Fourth Industrial Revolution," and the University's role in it. The accelerating pace of change in technology, the environment, and society is moving the world toward an unprecedented technological and economic inflection point. The interconnection of human and biological systems aided by the application of advances in artificial intelligence will pose enormous opportunities and challenges in all aspects of life. He intends that the University should use its resources to help lead and manage this emerging revolution.

The University is mid-way through a process to create a strategic plan which will lead to a roadmap for the future of the UA. This roadmap will clearly include as important elements the commercialization of UA developed technologies and use of the University's Tech Parks as tools to attract and grow businesses within the region. As President Robbins said recently, "We believe that higher education is positioned to play a role that

no other sector can play – we can tackle society’s biggest challenges and prepare the next generation of leaders to carry the mantle of human progress. We aspire to build the next generation of disruptive innovators and adaptive problem solvers.”

The Associate Vice President will serve as a senior member of administration, and, as President of the Campus Research Corporation, will have accountability to the Board of Directors of the CRC. The AVP/President will be a key player in implementing the University’s new strategic plan as it pertains to research, economic development, and moving discoveries from the lab to the marketplace. The University is seeking a proven executive who can lead the operation and future development of the existing research park, collaborate in regional and cross border economic development, and bring into being Tech Parks Arizona’s newest offering, the UA Tech Park at The Bridges, a 65-acre urban campus that is a part of a 350-acre master planned community including retail, commercial and residential development and recreational facilities.

Tech Parks Arizona

The University’s research parks are owned by the Arizona Board of Regents on behalf of the University of Arizona. The UA is assisted in the development, operation, marketing, and leasing of the parks by the Campus Research Corporation, a 501(C)(3) not-for-profit organization governed by a board of directors composed of appointees of the Arizona Board of Regents and the University, and community representatives.

The UA Tech Park at Rita Road was founded in 1994 when the University acquired an existing IBM campus and transformed it into a research and technology park to strengthen the UA’s research, technology and commercialization efforts, and to foster regional economic development. The UA Tech Park at Rita Road consists of 1345 acres in southeast Tucson. It offers new and established businesses high tech office, research and development space and wet, dry, and clean labs in 2 million square feet of developed space. The UA Tech Park at Rita Road houses more than 40 companies and organizations employing approximately 6500 people. The tenants range from small startup companies to a significant Raytheon presence, and include a technology business incubator, The Arizona Center for Innovation. UA Tech Park at Rita Road also houses “The Solar Zone,” the largest multi-technology solar testing, evaluation, and demonstration site in the United States, which is home to some of the world’s most innovative renewable energy companies. Beyond real estate and incubation activities, Tech Parks Arizona also operates the Global Advantage Program, assisting businesses in the region to develop access to global markets and working to attract international businesses to the Tucson region.

The UA Tech Park at Rita Road also houses the Vail Academy and High School, a K-12 school, and plans are underway with a private development partner to create “The Village at the UA Tech Park,” a 175-acre mixed-use development that will include retail,



commercial, residential and hotel development. The Village will serve the tenants and employees of the UA Tech Park at Rita Road, and will be within the award-winning Vail Unified School District.

In addition to the UA Tech Park at Rita Road, Tech Parks Arizona has begun development of a new 65-acre site, the UA Tech Park at The Bridges, located about three miles from the University's main campus. The UA Tech Park at The Bridges has the capacity for 2 million square feet of developed space dedicated to technology and innovation related companies, University research facilities, and companies that have a close relationship with the University. The UA Tech Park at The Bridges is part of a larger master-planned community that includes employment centers and residential and retail development, and that when fully developed will be a multi-use "live-work-play-learn" community innovation district. A preliminary master development plan for the UA Tech Park at The Bridges is in place, and main roads and utility service have been installed. Selection of a first stage developer is underway. The UA Tech Park at The Bridges will be home to a community of technology companies and will be part of a 350-acre master-planned community that includes office, commercial, and retail components, together with parks, innovative outdoor recreational facilities. Together, the UA Tech Park at The Bridges and the surrounding community will create a live-work-play-learn environment representing one of the region's most innovative developments.

The Position of Associate Vice President, Tech Parks Arizona and President, Campus Research Corporation

The AVP/President will be an employee of the University of Arizona; however, as the position title indicates, this is a hybrid position, encompassing both the University and the separate non-profit Campus Research Corporation. The AVP/President, in his or her role as President of the Campus Research Corporation, will be accountable to both the University and to the board of the CRC for the operation and future development of the physical research parks.

The Associate Vice President will work closely with the senior leadership of the University and the various schools and colleges to develop and operate UA's Tech Parks in a way that maximizes strategic value to the University. The AVP will build upon the strong existing base of research park operations, university research, intellectual property protection, and commercialization to help create an environment to encourage and incentivize innovation, entrepreneurship, and commercialization among faculty, students, staff, alumni, the greater Tucson community, and University partners.

Specifically, the AVP/President will have the following key responsibilities:



Continued Operation and Development of the UA Tech Park at Rita Road

- Manage the existing staff of 22 highly experienced and capable individuals as they continue the world class operation of the UA Tech Park at Rita Road. Responsibilities will include financial management, asset management, leases and contracts, site management and operations, construction management and oversight, emergency preparedness and response, business attraction and recruitment, marketing, and tenant relations.
- Oversee the continuing development of the UA Tech Park at Rita Road in a way that maximizes strategic benefit to the University and to the Greater Tucson area. New development will be in accord with the Master Land Use Development Plan. Future projects will include Solar Zone Phase II, the Village at the UA Tech Park, and the development of additional vacant land.
- Maintain excellent tenant and employee relationships within the Park, between Tech Parks Arizona and the University, and with the neighboring communities and businesses
- Operate and grow the Arizona Center for Innovation (AzCI) incubator to foster tech startups and help companies develop their ideas. Serving both UA faculty and researchers as well as community entrepreneurs, AzCI will be reconceptualized as part of The UA Tech Park at The Bridges to be stronger and better serve startup and other commercialization interests of the University.
- Success will be defined as continuing the financially viable development of the UA Tech Park at Rita Road to full capacity, in a way that maximizes benefit to the University and the community.

Development of the UA Tech Park at The Bridges

The AVP/President will be responsible for developing the new UA Tech Park at The Bridges. Roads and utility infrastructure have been installed, the site is ready for development, and the selection of a developer for the first precinct is underway. The Bridges will be home to a dynamic community of technology-related companies and will create a live-work-play-learn environment which will become one of the region's premier innovation district developments. The completed development, occupying 65 acres, will have the potential to accommodate at least 2 million square feet of developed space employing 10,000-15,000 people. In addition, plans exist for a newly rejuvenated incubator located in the development which will be more closely tied to the University's new venture development and commercialization interests. As is the case at the UA Tech Park at Rita Road, the AVP/President must maintain excellent tenant and employee relationships within the Park, and with the neighboring communities and businesses.

Success will be defined by completing development of this addition to Tech Parks Arizona in a financially viable way that also maximizes benefit to the University and to the community.

Economic Development

Part of the AVP/President's mission involves collaborating with other economic development organizations in Tucson and throughout Southern Arizona. The AVP/President will work in collaboration with other University leaders, and with Pima County, the City of Tucson, Southern Arizona Leadership Council, and Sun Corridor, among others, to use the assets of the University of Arizona and Tech Parks Arizona to attract new businesses to the region, encourage locally based entrepreneurial activities, and generally help improve the economic climate and quality of life in the region.

The University

While the AVP/President will be responsible for developing The University of Arizona Tech Parks, he/she also will be a senior officer of the University and will be heavily involved with the University's research, corporate relations and economic development efforts. The University receives more than \$620 million annually in research and development funding and partners with businesses to help ensure that innovative ideas become reality and produce business opportunities in the new world market. The University's intellectual capacity and science and technology professionals can serve as key partners in expanding the regional aerospace industry, as well as growing new products and services for markets such as engineering, water resources, solar and alternative energy development and new concepts in urban form and development. The largest area employer, Raytheon, recruits more of its engineers from the University of Arizona than from any other institution, and the need exists to provide the environment to attract a larger percentage of graduates. The AVP/President will work with Tech Launch Arizona (TLA), the University's commercialization unit, to advance University discoveries into intellectual property, inventions and technology. TLA will move knowledge and inventions developed by students and faculty into the market, with the primary goal of unifying UA researchers and the business community to significantly enhance the impact of University research, technological innovation and the tech park assets.

Qualifications

The Associate Vice President for Tech Parks Arizona and President of the Campus Research Corporation will report concurrently to a senior member of the University's administration and to the board of directors of the CRC, upon whose board the President of the University currently sits.

The ideal candidate will possess the following characteristics:

- A collaborative leader who can build and lead teams that can include large and small businesses, multiple colleges and departments of the University, and external partners, including government, industry, and economic development groups
- A proven record of success in leading and managing development projects in a dynamic, multiple-stakeholder, complex and diverse environment, ideally involving both research institutions and corporate participants
- Demonstrated ability to continue to maintain and further develop close relationships with State, County, City, and Federal political jurisdictions and functionaries, including nearby Davis-Monthan Air Force Base
- Demonstrated personal presence and media management and communication skills necessary to establish and maintain effective relationships with both internal and external stakeholders; a proven ability to forge relationships with a wide range of business and academic partners, including bankers, scientists and academics; a gift for effective marketing and branding; and an ability to formulate a clear, compelling vision for a major economic development initiative
- Demonstrated skills in financial planning and management; a working knowledge of real estate finance to be able to evaluate, advise and contribute to complex decisions regarding facilities development and financing; familiarity with the legal aspects, tax issues (including incentives), and financial challenges facing innovation-intensive companies at all stages of development; and a strong understanding of the specialized infrastructural needs of a wide range of participants
- Experience with development and fundraising from public, private and / or philanthropic sources



- Demonstrated ability to negotiate and execute complex contracts with multiple and diverse parties
- Business development skills, as evidenced by a prior meaningful role in seeding and / or assisting successful new ventures
- Knowledge of community and economic development and real estate fundamentals; a clear understanding of and willingness to be responsive to the dynamics and demands of large-scale public / private developments
- Demonstrated familiarity with key attributes of today's higher education research enterprise, including university research development and scholarship, tech transfer, marketing, and bringing university research to commercial development
- Familiarity with Tucson, Southern Arizona, the American Southwest and/or the University of Arizona is desirable, as is international experience, especially with Mexico and Latin America
- An undergraduate degree is required, and an M.B.A. or other relevant graduate degree is strongly preferred.
- Unquestionable integrity is essential.

At the University of Arizona, we value our inclusive climate because we know that diversity in experiences and perspectives is vital to advancing innovation, critical thinking, solving complex problems, and creating an inclusive academic community. We translate these values into action by seeking individuals who have experience and expertise working with diverse students, colleagues and constituencies. Because we seek a workforce with a wide range of perspectives and experiences, we encourage diverse candidates to apply, including people of color, women, veterans, and individuals with disabilities. As an Employer of National Service, we also welcome alumni of AmeriCorps, Peace Corps, and other national service programs and others who will help us advance our Inclusive Excellence initiative aimed at creating a university that values student, staff, and faculty engagement in addressing issues of diversity and inclusiveness.

Please send nominations and applications in confidence to:

Ora Smith, Odgers and Berndtson
TechParksAZ@odgersberndtson.com

Appendix 1: The University of Arizona

The University of Arizona is a public research university in Tucson, Arizona. Founded in 1885, the UA was the first university in the Arizona Territory. As of 2016, the university enrolled 43,625 students in 19 separate colleges/schools, including the University of Arizona College of Medicine in Tucson and Phoenix and the James E. Rogers College of Law, and is affiliated with two academic medical centers, Banner-University Medical Center of Tucson and Banner - University Medical Center Phoenix. The University of Arizona is governed by the Arizona Board of Regents. The University of Arizona is one of the elected members of the Association of American Universities (an organization of North America's premier research institutions), and is the only representative from the state of Arizona to this group.

The University of Arizona is classified as a Carnegie Foundation "RU/VH: Research Universities (very high research activity)" university (formerly "Research 1" university). The university receives over \$620 million annually in research funding.

Arizona is the fourth most awarded public university by NASA for research. The UA was awarded over \$325 million for its Lunar and Planetary Laboratory (LPL) to lead NASA's 2007-08 mission to Mars to explore the Martian Arctic, and \$800 million for its OSIRIS-REx mission, the first in U.S. history to sample an asteroid. The LPL's work on the Cassini spacecraft mission to Saturn's exceeded that of any other university. The U of A LPL designed and operated the atmospheric radiation investigations and imaging on the probe. The UA operates the HiRISE camera, a part of the Mars Reconnaissance Orbiter. While using the HiRISE camera in 2011, UA alumnus Lujendra Ojha and his team discovered proof of liquid water on the surface of Mars—a discovery that was confirmed by NASA in 2015. UA receives more grants annually than the next nine top NASA-Jet Propulsion Laboratory funded universities combined. As of March 2016, the UA's Lunar and Planetary Laboratory is actively involved in ten spacecraft missions: Cassini VIMS; Grail; the HiRISE camera orbiting Mars; the Juno mission orbiting Jupiter; Lunar Reconnaissance Orbiter (LRO); Maven, which will explore Mars' upper atmosphere and interactions with the sun; Solar Probe Plus, a historic mission into the Sun's atmosphere for the first time; Rosetta's VIRTIS; WISE; and OSIRIS-REx, the first U.S. sample-return mission to a near-earth asteroid, which launched on September 8, 2016.

UA is a member of the Association of Universities for Research in Astronomy, a consortium of institutions pursuing research in astronomy. The association operates observatories and telescopes, notably Kitt Peak National Observatory located just outside Tucson. UA is a member of the Association of American Universities, and the sole representative from Arizona to this group. Led by Roger Angel, researchers in the Steward Observatory Mirror Lab at UA are working in concert to build the world's most advanced telescope. Known as the Giant Magellan Telescope, the instrument will produce images 10 times sharper than those from the Earth-orbiting Hubble Telescope. The telescope is set to be completed in 2021.

The National Science Foundation funded the iPlant Collaborative in 2008 with a \$50 million grant. In 2013, iPlant Collaborative received a \$50 million renewal grant. Rebranded in late 2015 as "CyVerse", the collaborative cloud-based data management platform is moving beyond life sciences to provide cloud-computing access across all scientific disciplines.

In June 2011, the university announced that it would assume full ownership of the Biosphere 2 scientific research facility in Oracle, Arizona. The university had been the official management partner of the facility for research purposes since 2007.

In recent years, the UA has grown into playing a pivotal leadership role in the Tucson innovation ecosystem. UA activity in commercializing inventions stemming from research has reached the highest levels in UA history, and Tech Launch Arizona – the UA office leading this effort – has partnered with entities throughout the community to cultivate a vibrant, collaborative community. TLA has a network of more than 1,500 people who volunteer their technical and business expertise to help forward conversations around emerging UA inventions. As an NSF I-Corps program site, the office offers classes and funds to help teams better understand their customers and more effectively position their inventions. TLA has also built relationships with local venture firms such as UA Venture Capital and the Desert Angels to help connect startups with essential funding. In FY2017 alone, the UA generated 261 invention disclosures, entered into 105 license and option agreements, and brought in \$3.3 million in royalty and patent reimbursement income.



Appendix 2: The City of Tucson and County of Pima, Arizona

Tucson is a city and the county seat of Pima County, Arizona, and home to the University of Arizona. The 2010 United States Census put the population at 520,116, while the 2015 estimated population of the entire Tucson metropolitan statistical area (MSA) was 980,263. The Tucson MSA forms part of the larger Tucson-Nogales combined statistical area (CSA), with a total population of 1,010,025 as of the 2010 Census. Tucson is the second-largest populated city in Arizona behind Phoenix, both of which anchor the Arizona Sun Corridor. The city is located 108 miles (174 km) southeast of Phoenix and 60 mi (97 km) north of the U.S. – Mexico border. Tucson is the 33rd largest city and the 53rd largest metropolitan area in the United States.

Much of Tucson's economic development has been centered on the development of the University of Arizona, which is currently the second largest employer in the city. Davis-Monthan Air Force Base, located on the southeastern edge of the city, also provides many jobs for Tucson residents. Its presence, as well as the presence of the US Army Intelligence Center (Fort Huachuca, the largest employer in the region in nearby Sierra Vista), has led to the development of a significant number of high-tech industries, including government contractors, in the area. The city of Tucson is also a major hub for the Union Pacific Railroad's Sunset Route that links the Los Angeles ports with the South/Southeast regions of the country.

Raytheon Missile Systems (formerly Hughes Aircraft Co.), Texas Instruments, IBM, Intuit, Inc., Universal Avionics, Honeywell Aerospace, Sunquest Information Systems, Sanofi-Aventis, Ventana Medical Systems, and Bombardier Aerospace all have a significant presence in Tucson. Roughly 150 Tucson companies are involved in the design and manufacture of optics and optoelectronics systems, earning Tucson the nickname "Optics Valley." The Pima County/Tucson region also has become a major biotechnology development cluster, particularly in the medical devices and diagnostics area.

Tourism is another major industry in Tucson, bringing in \$2 billion per year and over 3.5 million visitors annually due to Tucson's numerous resorts, hotels, and attractions.

One of the major annual attractions is the Tucson Gem and Mineral Show, along with its associated shows, all held generally in the first two weeks of February. These associated shows (such as gems, jewelry, beads, fossils) are held throughout the city, with 43 different shows in 2010. This makes Tucson's the largest such exposition in the world.

In addition to vacationers, a significant number of winter residents are attracted by Tucson's mild winters and contribute to the local economy. "Snowbirds" often purchase second homes in Tucson and nearby areas, contributing significantly to the property tax base.

There are also a number of middle-class and upper-class [Sonorans](#) and [Sinaloans](#) who travel from Mexico to Tucson to purchase goods that are not readily available in Mexico.



Tucson has been continuously settled for over 12,000 years. It celebrates a diversity of cultures, architecture, and peoples. Yet, it also is one of the "Mega-Trend" cities of the 21st Century. Tucson boasts the best of both worlds...the progress and innovation of a metropolitan community and the friendly, caring atmosphere of a small town.

Tucson's rich cultural heritage centers around a unique blend of Native American, Spanish, Mexican and Anglo-American influences. These can be seen in the Hispanic barrios, historical and contemporary American architecture and the prehistoric Native American remnants.

Tucson was referred to as a "mini-mecca for the arts" by The Wall Street Journal and in 2009 was ranked #20 of the Top 25 Arts Destinations (big-cities category) by American Style Magazine. Tucson is one of a select few cities of its size that boasts its own ballet company, professional theater, symphony, and opera company. Home to 215 art groups, and more than 35 art galleries in the downtown area alone, Tucson ranks as one of the best places in the state to view works by the masters and up-and-coming artists. Tucson's natural history and cultural heritage are also on display in the 30+ regional museums.

Tucson is situated in the Sonoran Desert and is surrounded by five mountain ranges. A trip from the 2,389-foot valley floor to the 9,157-foot Mt. Lemmon summit (home to the southernmost ski area in the continental United States) traverses seven of the world's nine life zones. It's like driving from Mexico to Canada. Blessed with the natural beauty of the Sonoran Desert and an unsurpassed climate of 360 sunny days a year, Tucsonans embrace a rare lifestyle and are committed to preserving that quality of life.

Tucson is the perfect place for the outdoor enthusiast. With more than 800 miles of bike paths, Tucson has been ranked by Bicycling Magazine as one of the top cycling cities in the U.S. for several years running and is home to internationally known bicycling events such as El Tour de Tucson. Golf is another popular activity with dozens of regional golf courses, including five municipally-owned courses.