



President & Chief Executive Officer  
UL Research Institutes  
Evanston, IL

## THE SEARCH

For more than a century, UL organizations have conducted rigorous product testing, inspection and certification, independent research, and developed safety standards to improve living and working conditions throughout the world. As a nonprofit research organization, UL Research Institutes (ULRI) is a leading independent safety science organization that pursues and applies science-driven knowledge to meet an overall mission of working for a safer world. ULRI is guided by its commitment to addressing three of the world's grand challenges: building resilience for a sustainable future; advancing individual and societal health in the 21st century; and promoting safety at the human-digital interface. ULRI researchers address public safety risks through rigorous investigation and by collaborating with an international network of esteemed experts. The aim is to define the safe application of materials and technologies, and to share findings broadly to ensure maximum impact.

ULRI seeks to hire a new President & Chief Executive Officer (CEO) to lead the organization and advance its mission of making the world safer through world-class research. The President & CEO will help establish ULRI as the undisputed leader in its field, building on a legacy of 130 years of history. The organization has grown significantly in the last three years, and the next leader of ULRI will lead this global nonprofit organization to address the critical safety threats impacting the world today and in the future, while continuing to grow in impact, reputation, and scale.

Reporting to the Board of Trustees, the President & CEO is ultimately responsible for the strategy, research efforts and outcomes, brand, and operations of the organization. The CEO of ULRI will be a visionary, strategic, and collaborative leader with a passion for safety science. The CEO will shape and articulate the organizational strategy in partnership with the Board of Trustees and senior leadership and implement it to achieve increased impact and outstanding results. The CEO will be a pragmatic, yet innovative, risk taker who has experience translating research into tangible results.

UL Research Institutes is working with Isaacson, Miller, a national executive search firm, for this recruitment. Inquiries, nominations, and applications should be directed in confidence to the search firm as indicated at the end of this document.

## THE UL ENTERPRISE

In June 2022, UL revealed new brands for its two nonprofit organizations, UL Research Institutes and UL Standards & Engagement, and the commercial business, UL Solutions. The brands reflect and clarify each organization's unique role in working for a safer world. While the logos for the organizations have been updated to reflect the new brands, the existing UL certification marks, which signal independent third-party safety, security, and sustainability certification, remain unchanged.

Each organization operates as a separate and independent entity with the common mission of making the world a safer place. All three organizations also share the legacy of what began as Underwriters Laboratories – or, more accurately, the Underwriters Electrical Bureau, as it was known during its founding in 1894. They are connected through a joint brand agreement and the legal membership / ownership structure.

The UL organizations confront safety challenges head-on, turning questions and hypotheses into discoveries and innovation to ensure that scientific knowledge is applied. The three organizations' capacity to create change is amplified by a distinctive network of researchers, engineers, technologists, government regulators, technical experts, and business leaders to advance safety and sustainability.



[UL Research Institutes \(ULRI\)](#), formerly known as Underwriters Laboratories, is a 501(c)(3) leading independent safety science research organization with global reach. ULRI researchers explore both the benefits and risks of today's technologies and pursue answers to socially relevant questions related to public safety. They take a multidisciplinary approach that engages the ingenuity of top minds across scientific disciplines to engineer a safer and more sustainable world — one in which every individual can thrive. ULRI is the sole member of ULSE.



[UL Standards & Engagement \(ULSE\)](#) is a 501(c)(4) nonprofit standards development and advocacy organization that translates safety science into practical, action-oriented standards in multiple domains. The organization also serves as a vital resource for policymakers and shares knowledge, advances partnerships, and advocates for standards and policies to create a safer, more sustainable world. ULSE is the controlling shareholder of UL Solutions.



[UL Solutions](#) is a global leader in applied safety science. UL Solutions transforms safety, security, and sustainability challenges into opportunities for customers in more than 100 countries. UL Solutions delivers testing, inspection, and certification services, together with

software products and advisory offerings, that support customers' product innovation and business growth. The UL certification marks serve as a recognized symbol of trust in its customers' products and reflect an unwavering commitment to advancing safety. They help customers innovate, launch new products and services, navigate global markets and complex supply chains, and grow sustainably and responsibly into the future.

## UL RESEARCH INSTITUTES — *DISCOVERIES IN SAFETY*

Since 1894, ULRI has been recognized as a world leader in fire and electrical safety. Its research has diligently identified risks to humanity and our planet and countered them with science-based knowledge designed to benefit people everywhere. Today, ULRI is hard at work discovering how safety science can help solve the increasingly urgent problems of the 21<sup>st</sup> century, putting expertise to work investigating issues ranging from the health impacts of environmental and chemical pollution to the safety risks artificial intelligence may foster.

### Research Institutes and Offices

ULRI aims to help build and expand coalitions of experts so that, together, they can better pursue and address safety risks and share their research outcomes in ways designed to maximize their influence by communicating and educating audiences. ULRI fosters and sustains public trust in its work through a commitment to independence, rigor, and transparency. As ULRI evaluates the development of new technologies and environmental or societal circumstances, its individual institutes and offices also assess their ability to target them with new safety-science research efforts that will have positive impacts.

- [Chemical Insights Research Institute](#) – Promoting human health through research and awareness of the potential risks of chemical pollutants
- [Digital Safety Research Institute](#) - Developing new frameworks for machine learning, artificial intelligence, and decision-making technologies
- [Electrochemical Safety Research Institute](#) - Investigating the limits of electrochemical technologies to drive safer innovations and product performance
- [Fire Safety Research Institute](#) - Dedicated to addressing the world's unresolved fire safety risks and emerging dangers
- [Materials Discovery Research Institute](#) - Harnessing new materials at the atomic, nano, and meso-scales to highlight their risks and applications for advancing safety, sustainability, and health
- [Office of Research Experiences & Education](#) - Bringing current and future generations into the world of safety science through various programs and initiatives for students ranging from middle school to post-graduate degrees and into internships and early career development

## Examples of ULRI's Impact

[E-mobility Battery Safety](#): The Electrochemical Safety Research Institute (ESRI) and Fire Safety Research Institute (FSRI) applied safety science research to understand how to safely operate batteries and utilize stored energy while assessing, understanding, and mitigating the risk of fire and other hazards. ULRI's groundbreaking research in fire safety, battery safety, and other relevant focus areas proceeds in parallel with the transformative commercial work of UL Solutions and helps inform the public safety standards and policies developed by UL Standards & Engagement.

[Investigation of Maui Fires](#): In August 2023, Hawai'i Attorney General Anne E. Lopez selected FSRI to assess the policies and performance of state and county agencies in preparing for, and responding to, the Maui wildfires that resulted in significant loss of life and caused approximately \$5.5 billion in damage. FSRI was selected to help run this independent, unbiased, and transparent investigation given its unmatched expertise and reputation in the field of fire investigations.

[Examining 3D Printer Emissions](#): Chemical Insights Research Institute, Georgia Institute of Technology, and Emory University completed a multi-year study on 3D printing emissions. [The study](#) found that high levels of ultrafine particles and more than 200 different VOCs are released during 3D printer operation. To promote healthy IAQ while using 3D printers, Chemical Insights Research Institute provides targeted tools and resources to support the safe use of 3D printers in schools.

## ROLE OF THE PRESIDENT & CHIEF EXECUTIVE OFFICER

In many ways, ULRI is a start-up inside a 130-year-old organization. The next leader will possess the ambition, passion, and creativity of an entrepreneur—combined with the experience and credibility of someone who understands high-impact research. Reporting to and in partnership with the Board of Trustees, the President & CEO is ultimately responsible for the strategy, research efforts and outcomes, brand, and operations of the organization. The CEO will partner closely with the ULRI Board to lead the organization and strengthen its vision and future direction. An important part of the role will be to represent the institute towards external stakeholders and lead the efforts to optimize (national and international) impact based on ULRI research. While each individual research institute has their distinct focus areas, the CEO will also be instrumental in driving synergies between them, both in terms of research, impact and outreach activities and investments. The success of ULRI is amplified by the success of the whole UL enterprise - and vice versa – and the CEO will work diligently with the other two UL organizations to maximize the impact of the shared brand. The CEO will further prepare annual budgets aligned with the strategic plan for review and approval by the Board and communicate with the Board regularly on the organization's progress and achievements, fiscal health, and investment requirements.

The CEO will manage approximately 250 staff members (2025 numbers) and is supported by a leadership team that includes:

- Senior Vice President & Chief Research Officer
- Senior Vice President & Chief Operations Officer
- Vice President of Communications and Public Relations
- Vice President and Executive Director of the Chemical Insights Institute
- Vice President and Executive Director of the Digital Safety Research Institute
- Vice President and Executive Director of the Electrochemical Safety Research Institute
- Vice President and Executive Director of the Fire Safety Research Institute
- Vice President and Executive Director of the Materials Discovery Research Institute

In addition, the CEO is also supported by the leaders of shared services functions that support both ULRI and ULSE, including facilities, finance, human resources, information technology, and legal.

## KEY OPPORTUNITIES AND CHALLENGES

To succeed in all respects of ULRI's mission and vision, the next CEO will address the following opportunities and challenges:

### **Provide bold strategic leadership to guide ULRI towards building a safer world**

The CEO will continue to work with the Board and leadership to ensure that the organization's long-term strategy reflects the best opportunities to deliver on the overall mission, and update this to reflect changing external and internal conditions. A results and action-driven leader, the CEO will strategically allocate resources to ensure the highest benefit to the public and stakeholders. The CEO will establish clear priorities and accountabilities across the organization and cultivate a culture of transparency, results, and collaboration in support of the mission. The CEO will organize their team to most effectively achieve results.

### **Broaden ULRI's public profile and increase collaboration**

The CEO will be actively engaged in high level discussions on global trends in public safety, bringing new insights back to the organization and furthering the ULRI mission and brand globally. As one of the key spokespersons for the organization, the CEO will represent ULRI to the outside world and be the driving force to articulate a succinct and powerful brand, increasing global awareness of the organization's pivotal role and unwavering dedication to its safety science mission. The CEO will deliver key mission-oriented messages at the highest levels with charisma and eloquence. The CEO will build relationships and foster a culture of collaboration across various stakeholder groups, including across the UL organizations.

### **Manage the scientific enterprise through influence in service of the ULRI mission**

A key element of the role is to continue to attract and develop leadership talent across the different

research areas and the organization. The CEO will be expected to inspire and energize leaders and employees, balancing confidence and humility. The CEO will ensure sound operational, administrative, and fiscal management of the organization, ensuring efficient and effective management with the highest level of integrity. The CEO will serve as a strong financial steward for the organization, help attract additional funding to supplement existing funds, and promote the long-term viability of the mission. The CEO will co-lead, in collaboration with ULSE's CEO, the corporate shared services functions that support ULRI and ULSE, including facilities, finance, human resources, information technology, and legal.

## QUALIFICATIONS AND CHARACTERISTICS

The ideal leader possesses at least 10 years of executive-level leadership experience and an exceptional record of achievement. They have demonstrated their ability to set a strategy for an organization of similar scale and complexity. They possess executive gravitas and influence skills, essential for garnering the trust and engagement of the Board, key stakeholders, ULRI staff, and the broader community. They have served in executive leadership positions with significant people management responsibility, leading teams through periods of change and transformation. They have earned an outstanding reputation for integrity, trust, fairness, and transparency. Specific experience and qualifications will include the following:

- Visionary leadership, with experience leading strategy development and execution.
- A track record for successfully leading dynamic and evolving organizations and managing through ambiguity.
- Experience with and understanding of how to create wide ranging impact from applied research, through development of science-based tools, methodology, and insights that are implemented by authorities, government agencies, industry and public.
- Ability to track and translate societal trends and development into new opportunities, based on curiosity, willingness to take on new challenges and drive change and an in-depth understanding of external stakeholders as well as ULRI's role in a larger context.
- High level of credibility and deep engagement within the research community.
- A demonstrated ability to identify collaboration opportunities and build relationships and a culture of collaboration across internal and external stakeholder groups.
- Persuasion and influence skills, with the capability to quickly build consensus, relationships, and support across various stakeholder groups, including the Board and senior leadership team.
- Experienced staff leadership with a demonstrated track record for attracting, developing, retaining, empowering, and engaging talent and building and managing a high-performing collaborative team in a results-oriented environment.
- Proven organizational management, administration, and financial acumen, with an ability to optimize resources.
- An entrepreneurial spirit, with an ability to take the appropriate level of risk.
- Bring strong experience working within and leading a research organization at a corporation, university, or government entity.

- Have experience developing partnerships and obtaining funding to financially support a mission through grants and other collaborative investments.

## APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website: <https://www.imsearch.com/open-searches/ul-research-institutes/president-and-chief-executive-officer>. Electronic submission of materials is strongly encouraged.

Andrew Lee, Alexandra Lolavar, Madeline Fitzpatrick  
Isaacson, Miller

*UL Research Institutes is committed to hiring a qualified workforce without regard to race, color, religion, creed, sex, sexual orientation, gender identity, marital status, national origin, age, veteran status, disability, or any other protected class. Competitive compensation includes base salary at or above US\$ 550,000 (based on experience and qualification), short and long-term incentive compensation, and world-class benefits (additional information available at [Careers - UL Research Institutes](#)).*