



Director of the Institutional Animal Care and Use Committee  
The Pennsylvania State University  
University Park, Pennsylvania

## THE SEARCH

The Pennsylvania State University (Penn State) seeks candidates for the position of Director of the Institutional Animal Care and Use Committee (IACUC) program. Housed in the Office of Research Protections (ORP) and reporting to the Assistant Vice President for Research (AVPR), the incoming Director will have the opportunity to lead the day-to-day operations of the IACUC and continue to propel the University forward as a national leader in responsible and ethical research.

The Director will maintain responsibility for developing, implementing, and administering the University-wide animal care and use program, supporting the highest quality animal, agriculture, and biomedical research and education, and providing the most humane animal care possible to comply with all animal welfare and health and safety policies and regulations.

Serving nearly 100,000 students, Penn State is a large, complex research institution with multiple campuses. The Director will be a strategic collaborator and vital partner to a large and diverse array of University stakeholders and compliance leadership, including the Animal Resource Program, Environmental Health and Safety, Office of Sponsored Programs, Office of Risk Management, Office of Physical Plant, Occupational Health and Safety, and Office of the General Counsel. The Director will be responsible for overseeing and evaluating all aspects of an animal care and use program at the University Park campus, ensuring compliance with the Animal Welfare Act and other relevant guidelines.

The Director will continue to evaluate, refine, and advance the IACUC program across the institution, introducing new best practices and remaining current on federal laws, regulation, guidance, and accreditation standards. They will be expected to foster collaborative relationships with stakeholders and constituents across the University, and work with faculty, staff, and senior administration to establish, implement, and enforce policies, standards, guidelines, and procedures designed to minimize the practical impact on University operations while maximizing the animal care and research efforts of the University.

Penn State has partnered with Isaacson, Miller, a national executive search firm, to help with this recruitment. Confidential inquiries, nominations, and applications may be submitted to Isaacson, Miller as indicated at the end of this document. For more information, please visit:

<https://www.imsearch.com/open-searches/pennsylvania-state-university/director-institutional-animal-care-and-use-committee>.

## THE PENNSYLVANIA STATE UNIVERSITY

Founded in 1855, The Pennsylvania State University is one of the premier research universities in the world and a driver of economic growth and prosperity for the Commonwealth of Pennsylvania. Headed by Penn State's 19<sup>th</sup> President, Neeli Bendapudi, the University embraces its mission of teaching, research, and service with a view toward the future.

With campuses throughout Pennsylvania, Penn State represents a strong economic engine, generating an estimated \$8.5 billion in direct and indirect economic impact annually within the Commonwealth. As a top 30 research university, Penn State's research and development expenditures have increased steadily over the past decade to \$1.03 billion, contributing to the state's economy through innovation and technology transfer. Federal dollars for research and development have increased substantially over the past 10 years. Likewise, private sector-sponsored research continues to trend upward.

Granted the highest rating for research universities by the Carnegie Foundation, Penn State teaches students to be leaders with a global perspective. With more than 45,000 full-and-part-time faculty, staff, and technical service employees, and offering more than 160 baccalaureate degree programs, and 313 graduate degree programs, Penn State is a comprehensive academic institution with a \$7.7 billion annual operating budget. It enrolls approximately 100,000 students in one university on several campuses throughout the Commonwealth of Pennsylvania and online. At University Park, undergraduate, graduate and professional degree programs are administered within 14 colleges, including the life and agricultural sciences, business, engineering and materials science, liberal arts, education, nursing, and communications.

The University is enriched by an alumni base of more than 670,000 living graduates who provide significant financial and moral support. The Penn State Alumni Association is the largest dues-paying alumni association in the world. In 2014, the University became one of only 12 public universities in the nation to exceed a \$2 billion fundraising goal when its "For the Future, The Campaign for Penn State Students" raised nearly \$2.2 billion, including gifts from 176,000 alumni. In 2016, Penn State launched "A Greater Penn State for 21<sup>st</sup> Century Excellence," a \$1.6 billion dollar campaign to fulfill the three core imperatives of a public university: Open Doors, Create Transformative Experiences, and Impact the World. In 2019, the University Board of Trustees approved a one-year extension and revised goal of \$2.1 billion. The total continued to grow through the campaign's end on June 30, 2022, resulting in the most successful single year in Penn State fundraising history with commitments of more than \$437 million.

Penn State's University Park campus houses the University's central administration, its renowned graduate and undergraduate programs, and its NCAA Division I Athletics Department. University Park is

home to more than 46,000 graduate and undergraduate students and more than 12,000 full-time faculty and staff. The 13-square-mile campus is pedestrian-friendly and features an eclectic mix of historic classroom buildings, modern architecture, and beautiful urban landscapes.

State College, Pennsylvania, sometimes known as “Happy Valley,” is a quintessential college town that offers residents many of the amenities of a larger urban environment in a clean, safe, and welcoming setting. Surrounded by the natural beauty of the Allegheny Mountains, State College boasts an affordable cost of living, excellent public and private schools, a rich local dining scene, friendly residents, ample community activities, and an abundance of outdoor recreational activities. State College, located within a few hours’ drive of New York (234 miles), Washington, D.C. (219 miles), Philadelphia (200 miles), Pittsburgh (138 miles), and Cleveland (241 miles), is consistently ranked among the nation’s smartest, safest, and most livable cities. The University Park Airport offers direct daily flights to Chicago, Washington, and Philadelphia on two major airlines.

## OFFICE FOR RESEARCH PROTECTIONS

The Office for Research Protections is Penn State’s home for research ethics and compliance, partnering with researchers to maintain the integrity of Penn State research. ORP ensures that research at the University is conducted in accordance with federal, state, and local regulations and guidelines that protect human participants, animals, students, and personnel involved with research. It plays a pivotal role in supporting Penn State’s vibrant research community, boasting an annual research expenditure of \$1.23 billion and ranking among the top 30 public research universities in the nation. The ORP is comprised of the following programs: Institutional Animal Care and Use (IACUC); Conflict of Interest; Research Misconduct, Human Research Protection Program (HRPP), Research Education, Research Integrity and Quality; Radioisotopes (UIC); Regulated Biohazardous Materials (IBC); Embryonic Stem Cell Research Oversight (ESCRO); Dual Use Research of Concern (DURC/IRE); Controlled Substances; Drone Operations; Scientific Diving; Research Security; and Export Controls.

## INSTITUTIONAL ANIMAL CARE AND USE COMMITTEE

Penn State’s entire animal care and use program has once again achieved full, continued accreditation from American Association for Accreditation of Laboratory Animal Care (AAALAC International), a non-profit organization that promotes humane treatment of animals in science. This also includes the agricultural and wildlife programs. This accreditation is voluntary and represents the highest international standard for the protection of animals in research and teaching. The IACUC program currently expands across three commonwealth campuses where animal use takes place. The Hershey Medical Center has a separate IACUC program but works in collaboration with the University Park IACUC.

Penn State’s University Park Institutional Animal Care and Use Committee (IACUC) program received many accolades from AAALAC’s comprehensive review and in-person visit, stating it was an “excellent program

with strong institutional support from leadership.” Andrew Read, Senior Vice President for Research, thanked the faculty and staff who helped make the site visit successful, noting that their “dedication to excellence in animal welfare was readily evident to site team members throughout their visit.” Penn State has been fully accredited by AAALAC since 2001.

## ROLE OF THE DIRECTOR OF INSTITUTIONAL ANIMAL CARE AND USE COMMITTEE

The Director will be an experienced leader with a record of accomplishments in an organization of similar scale and complexity, an affinity and talent for collaboration across a variety of stakeholders, and excellent communication skills. This individual will place a high value and emphasis on communicating the value of ethics and compliance throughout the entire University community, particularly as it pertains to animal research and care. The Director reports to the Assistant Vice President for Research (AVPR), Rachel Lally, and oversees a team including the IACUC Administrator, an IACUC Analyst, a Quality Assurance Specialist, and a Program Assistant.

Essential to this role is an understanding of best practices in animal care and use, including evidence-based approaches to training and implementation for a wide variety of constituents. The Director should have a track record of streamlining processes and systems, an effective communications style, and experience working collaboratively with an array of individuals internal and external to the organization. This individual will be a person of the highest integrity with a collegial style that engenders trust and inspires collaboration, along with an enthusiasm for management of efficient operations and excellent service to the University community.

## KEY OPPORTUNITIES AND CHALLENGES FOR THE DIRECTOR

- The Director will develop and administer the compliance program and policies related to the IACUC and the use of controlled substances in research. They will have strong functional and working knowledge of all components of the IACUC compliance program, interpreting and maintaining compliance with federal, state and institutional regulations, guidance, and policies related to animal care and use and use of controlled substances in research. The Director will evaluate effectiveness of the compliance programs and ensure appropriate training of University researchers, committee members and collaborators. They will also chair and provide support for the Animal Issues Response Team (AIRT).
- They will be responsible for serving as the subject matter expert for the IACUC as it relates to continued development and maintenance of the University’s electronic research compliance management systems. In addition, the Director will collaborate with other institutions to share and learn about best practices to ensure the continuous improvement of the IACUC and the use of University compliance databases.

- The Director will collaborate with key constituents within the ORP (e.g., Director of Research Safety and Compliance) and related compliance committees (e.g., Institutional Animal Care and Use Committee, Institutional Biosafety Committee, University Isotopes Committee) for the purposes of ensuring compliance with laws, regulation, and policy. This will also include compliance leadership and staff within the College of Medicine that oversee the College's IACUC program, as well as other compliance and administrative offices, such as the Animal Resource Program and the Office of Sponsored Programs.
- The Director will have oversight of all external reporting to federal and accrediting agencies. This includes: responsibility for the annual reporting and triennial reaccreditation process; the development, management, and record keeping of Memorandums of Understanding and interinstitutional assurances; negotiating with collaborating institutions for multi-site research; maintaining federal assurances, permits and license; and managing federal inspection and reporting requirements.
- The Director will collaborate with peers across the country, particularly within the Big Ten Academic Alliance and the Federal Demonstration Partnership, to maintain benchmarking standards. They will also continue developing and maintaining a national presence for best practices related to programmatic functioning and effectiveness. The Director is expected to attend and present at regional and national conferences, to pursue ongoing professional education and to stay current on federal laws, regulation, guidance and accreditation standards.

## QUALIFICATIONS AND CHARACTERISTICS

- Master's degree is required with a minimum of five years of work-related experience, or an equivalent combination of education and experience.
- Experience with regulatory compliance processes in the specific areas of oversight is required.
- Prior experience with AAALAC International and the triennial reaccreditation process is strongly preferred.
- Must possess and demonstrate excellent leadership and administrative skills and have excellent interpersonal, oral and written communication skills.
- Demonstrated skills in exercising a wide range of independent judgment and discretion, as well as maintaining confidentiality
- Exceptional professionalism and proven effectiveness as a networker, communicator, problem-solver, and negotiator, with a strong customer service orientation.
- Maintenance of the national certification in research protections management (i.e., Certified Professional IACUC Administrator), or ability to obtain certification.
- Proficiency with Microsoft Office and knowledge of electronic data management systems is strongly preferred.

## COMPENSATION AND LOCATION

Compensation for this position will be competitive and negotiated in good faith, with a salary range estimate of \$110,000 - \$145,000.

## WORK ARRANGEMENT

The Office for Research Protections is supportive of flexible work arrangements when aligned with the ability to meet the needs of the unit and the essential duties of the position. The location of this position should be within a one to two hour driving distance of campus and can otherwise operate in a remote model with occasional travel to University Park, PA. In-person work at the University Park campus is required for site inspections and meetings. Standard working hours are in the Eastern time zone.

## 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. Electronic submission of materials is strongly encouraged.

<https://www.imsearch.com/open-searches/pennsylvania-state-university/director-institutional-animal-care-and-use-committee>

Rebecca Kennedy, Partner (she/her)  
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Isaacson, Miller

*The Pennsylvania State University is committed to and accountable for advancing diversity, equity, and inclusion in all of its forms. We embrace individual uniqueness, foster a culture of inclusive excellence that supports both broad and specific diversity initiatives, leverage the educational and institutional benefits of diversity, and engage all individuals to help them thrive. We value inclusive excellence as a core strength and an essential element of our public service mission.*

## APPENDIX

### Penn State Today

Founded in 1855, Penn State established its land-grant mission to include teaching, research and public service to support the citizens of the commonwealth. In collaboration with industrial, educational, governmental and agricultural partners, the University is a leader in research, learning and engagement that facilitates innovation, embraces inclusion and sustainability, and inspires achievements that will affect the world in positive and enduring ways.

Penn State is a comprehensive, global academic institution with an \$9.5 billion annual operating budget, a \$4.5 billion endowment, a complex portfolio of 33 million square feet in 2,100+ buildings, including an airport, housing, food services, police, transportation and utility plants. Penn State is Pennsylvania's largest nongovernmental employer and has employees and expenditures in every one of its 67 counties.

Operating and functioning as one university geographically distributed, Penn State enrolls approximately 88,000 students across campuses throughout Pennsylvania and online via its highly ranked Penn State World Campus. The University's digital innovation and expertise have evolved alongside its World Campus, which is recognized as one of the nation's best online programs.

### Governance

Led by President Bendapudi, Penn State is a leader in higher education and carries out its mission of teaching, research and service with pride and a focus on the future. With a nearly 30-year career as a leader in higher education and business, President Bendapudi — who began her tenure as the 19th president of the University in May 2022 — is a dedicated educator, academic and executive.

As Penn State's governing body, the Board of Trustees guides the policies, goals and procedures of the University while also reviewing and approving the University's budgets. The board works in close partnership with the president to advance the mission of the institution while acting in the best interests of the University community. The board comprises 36 voting members and two ex-officio non-voting members — the president of Penn State and the governor of Pennsylvania — and is intended to include broad representation from across the University and the commonwealth in the governance of Penn State. The board's makeup includes representation from alumni, faculty, students, Pennsylvania business and industry, appointees by the governor and agricultural societies from across the commonwealth.

In July 2023, Debra Thurley was named associate vice president for research (AVPR), director of research protections in the Office for Research Protections (ORP) at Penn State. Debra joined the ORP in 2008 and had most recently served as the ORP's assistant vice president for research. As AVPR, she provides

leadership and oversight of 15 University research compliance and education programs, as well as the University's research integrity program and the quality assurance program that includes conducting audits of human subjects research. In September 2024, she was joined by Rachel Lally as the Assistant Vice President for Research overseeing compliance programs related to IRB, IACUC and safety within Penn State's Office for Research Protections. She had recently served as executive director of the Human Research Protection Program since 2020.

## Faculty

With more than 7,814 full-time faculty members and 1,460 part-time instructors across all locations, Penn State's distinguished faculty members are experts in their fields and educators dedicated to advancing teaching and research and creating new knowledge to solve the world's most pressing problems across a range of disciplines. Today, Penn State faculty members continue to be recognized as leaders in a range of subjects, including by the National Academies of Sciences, Engineering and Medicine. In addition, the Chronicle of Higher Education ranked Penn State as a top producer of Fulbright U.S. scholars among research institutions in the nation. Penn State has made the top producers list for the past 11 years and ranked No. 1 for doctoral students in the country in 2023-24.

## Students

Penn State's historic mission of teaching, research and public service — launched under the most modest of circumstances more than 165 years ago — now reaches into virtually all parts of Pennsylvania. In fact, more than 95% of Pennsylvania residents live within a 30-mile radius of a Penn State campus and about 70% of Penn State's undergraduates are Pennsylvania residents.

The University currently offers more than 275 baccalaureate degree programs and enrolls students across Pennsylvania in associate, baccalaureate, graduate, doctoral and professional degree programs. True to its land-grant mission and its commitment to access and affordability, approximately 21% of undergraduate students are first-generation college students and approximately 21% are Pell Grant-eligible.

Penn State's more than 1,000 student organizations, and the Student Affairs staff who support them, are helping to make the University a vibrant place to live, learn and grow by inspiring and enabling students to have engaging experiences in research, student engagement, community leadership, study abroad, internships, arts and performances, and more.



## Research and Innovation

With a world-class research enterprise grounded in an interdisciplinary spirit, teamwork and a dedicated group of researchers and scholars, Penn State's breadth of expertise allows the University to tackle the most pressing challenges facing the commonwealth, the nation and the world. Penn State researchers believe the best ideas and solutions come from including a multitude of perspectives. Research expenditures have increased steadily during the past decade, making an impressive impact on society and contributing to the state's economy through innovation and technology transfer.

The University's research expenditures reached a record during fiscal year 2023-24 totaling \$1.34 billion, an overall 8% increase from the previous year. Penn State continues to rank in the top 30 academic institutions by expenditures according to the U.S. National Science Foundation. Funding from federal agencies comprise the majority of Penn State's research expenditures, totaling a record \$838 million in fiscal year 2024.

Penn State is home to more than 200 research centers, laboratories and institutes, many of which are nationally or globally known. Further, interdisciplinary research institutes are part of the University's unique collaborative structure. These institutes report to the senior vice president for research, who works closely with the provost, to ensure that Penn State tackles significant global challenges. The University's institutes promote a culture of collaboration across departmental boundaries to focus research strengths on vital scientific questions and pressing societal needs.

Penn State is also a member of the Big Ten Conference, which includes some of the country's most preeminent institutions of higher education. The University is also a member of the Association of Public and Land-Grant Universities and the Association of American Universities, and it is one of only three institutions in the nation accorded Land Grant, Sea Grant, Sun Grant and Space Grant status.

## Finances

Penn State is committed to access and affordability and the responsible stewardship of financial resources, such as the University's operating budget of approximately \$9.5 billion and endowment of \$4.5 billion. In 2022, Moody's Investors Service and S&P Global Ratings once again gave Penn State's credit rating a stable outlook. The ratings, which are on par with many peer research universities, reflect Penn State's good financial standing and creditworthiness.

While Penn State fared well coming out of the pandemic, like many other higher education institutions, the University is continuing to navigate a difficult fiscal environment that includes significant inflation, flat state funding, tuition freezes in three of the last five years, increased costs, lower revenues and lower enrollments at least partially due to the pandemic. With a commitment to reach a balanced budget by 2025, Penn State has made progress with a multi-pronged approach to reducing costs, finding efficiencies

and enhancing revenues, including with a budget rescission, strategic hiring freeze, new commercial partnership program and development of a new budget allocation model. The data-driven budget model was implemented in July 2023 for the two following fiscal years.