Associate Vice Provost for Institutional Research and Strategic Analytics
Duke University
Durham, North Carolina

THE SEARCH

Duke University seeks an accomplished, relationship-oriented data leader to serve as its next Associate Vice Provost for Institutional Research and Strategic Analytics ("AVP"), helping the university harness data and analysis to guide strategy, inform decisions, and advance institutional priorities. One of the world's leading research universities and a member of the Association of American Universities (AAU), Duke enrolls approximately 6,500 undergraduate and 10,950 graduate and professional students, employs more than 4,250 regular-rank faculty, and, together with Duke University Health System, has a workforce of approximately 48,000. Its global alumni network exceeds 200,000. Duke combines the scale and complexity of a major research enterprise, with $1.5 billion in total research expenditures, with a deep commitment to education, research, and service, and a community enriched by a broad range of backgrounds and perspectives.

Duke is at an important inflection point in how it uses data to inform institutional strategy and decision-making. As a highly decentralized university, Duke has significant data resources and expertise distributed across its schools and administrative units, but greater integration is needed to make those assets more accessible, consistent, and strategically useful. To support more integrated and strategic use of data, Duke is investing in a university-wide data warehouse that will provide the foundation for a more accessible, scalable, and enterprise-wide analytics ecosystem. The next AVP will be a key functional partner in the data warehouse initiative and help lead the evolution of Institutional Research at Duke, bringing together people, data, and analytical capabilities across Duke and positioning Institutional Research as a trusted university-wide partner that turns information into insight and insight into action.

This is a strategic and transformational opportunity to reposition Institutional Research to a proactive, consultative partner in shaping Duke's future. Duke seeks to strengthen its capacity to anticipate emerging questions, develop predictive and scenario-based analyses, and provide senior leaders, deans, and administrative units with the insights needed to guide strategy and critical decisions. At the same time, accurate external reporting, accreditation support, survey administration, and recurring institutional reporting must remain foundational. The next AVP will elevate the visibility and influence of the function, build greater consistency and trust in institutional data, strengthen collaboration across Duke's

decentralized environment, and develop the infrastructure and organizational capacity required for increasingly sophisticated analysis.

Success in this role will require a leader who can balance vision with execution, innovation with rigor, and influence with humility. In Duke's highly collaborative, relationship-driven, and decentralized environment, the AVP will need to build trust across schools and administrative units, bring diverse perspectives into alignment, and navigate complex questions of data governance, ownership, access, and institutional priorities. The AVP will also lead and further develop a respected team with deep institutional knowledge, strengthening its capacity, modernizing operations, and positioning the office for greater impact. For a leader energized by institutional transformation, this role offers the chance to shape the future of institutional research and analytics at one of the nation's leading universities and build a more connected, strategic, and forward-looking approach to data and decision-making across Duke.

Duke University has retained the services of Isaacson, Miller, a national executive search firm, to assist in conducting this important search. All inquiries, applications, and nominations should be directed to the search firm, as indicated at the end of this document.

ROLE OF THE ASSOCIATE VICE PROVOST FOR INSTITUTIONAL RESEARCH AND STRATEGIC ANALYTICS

Reporting to the Vice Provost for Finance and Administration and through the Provost's Office, the Associate Vice Provost for Institutional Research and Strategic Analytics serves as the university's chief institutional research officer and leads Duke's Office of Institutional Research. The AVP provides overall vision and leadership for the university's institutional research function, overseeing regulatory and accreditation reporting, institutional surveys, benchmarking, data stewardship, institutional analysis, and strategic decision support. The AVP also helps shape the university's broader approach for Duke's use of data and analytics and co-chairs the University's Institutional Data Governance Committee in partnership with IT. The AVP is expected to ensure the integrity, quality, consistency, and appropriate use of institutional data while advancing practices that strengthen access to and confidence in information used throughout the university.

As a leader within the Provost's Office, the AVP works closely with senior administrators, deans, faculty leaders, and administrative partners to identify emerging information needs, frame critical institutional questions, and support evidence-informed decision-making. The AVP serves as both advisor and collaborator, translating complex data into practical insight for a wide range of audiences and helping leaders understand trends, opportunities, and challenges facing the university. The AVP will also help create greater clarity about where trusted institutional information resides and how it can be accessed and used appropriately across the university.

The position also carries significant organizational leadership responsibilities. The AVP leads a team of six professional staff members, and will develop talent, establish priorities, build capacity and expertise, and foster a culture of service, collaboration, and continuous improvement within the Office of Institutional

Research. Success in the role will be defined not only by the delivery of accurate reporting and high-quality analytics, but also by the ability to cultivate strong partnerships across Duke, sustain institutional trust in data, and ensure that the university's institutional research function remains responsive to the changing needs of a leading research university.

ABOUT DUKE UNIVERSITY

Recognized among the world's leading universities, Duke is distinguished by its collaborative culture and commitment to excellence in teaching, research, patient care, and service. The university comprises ten schools and colleges: Trinity College of Arts & Sciences, The Graduate School, Pratt School of Engineering, School of Medicine, School of Nursing, School of Law, Sanford School of Public Policy, The Fuqua School of Business, Duke Divinity School, and Nicholas School of the Environment. Duke also includes a world-renowned academic health system and supports a broad portfolio of interdisciplinary institutes, centers, and initiatives that advance discovery and address complex global challenges. Through partnerships that span disciplines and organizational boundaries, the university fosters an environment where scholarship, research, and practical application come together to create meaningful impact.

Duke is a financially strong and growing institution. The university's annual budget is $4 billion, with an endowment that was $14.3 billion as of June 30, 2026.

Located in Durham, North Carolina, Duke is situated in the heart of the Research Triangle, one of the nation's leading hubs for higher education, research, healthcare, entrepreneurship, and technology. The region's vibrant economy, diverse communities, and concentration of leading institutions provide exceptional opportunities for collaboration and engagement.

For additional information, please visit duke.edu.

ABOUT THE OFFICE OF INSTITUTIONAL RESEARCH

The Office of Institutional Research (OIR) serves as Duke's central resource for institutional data, reporting, analytics, and decision support. The office advances the university's mission by transforming data into insight and insight into action, providing the analyses, reporting, and institutional intelligence that inform planning, accreditation, accountability, and executive decision-making across the university.

OIR serves as a steward of Duke's institutional data assets, overseeing reporting, survey research, benchmarking, and assessment, and helping lead institutional data governance in partnership with OIT and designated data owners and stewards to ensure information is accurate, trusted, and accessible. Through close partnership with university leaders and campus stakeholders, the office supports evidence-based decision-making while helping preserve the university's institutional memory.

As Duke continues to strengthen its data infrastructure and analytical capabilities, OIR is increasingly positioned to play a broader strategic role. There is an expectation for the office to serve as a more proactive and consultative partner, helping leaders not only access information, but also interpret complex data, anticipate future challenges, evaluate opportunities, and support evidence-based decision-making across the institution.

More information about the Office of Institutional Research can be found here.

Leadership

David Bowersox, Vice Provost for Finance and Administration

David Bowersox serves as Duke University's Vice Provost for Finance and Administration, where he is a member of the Provost's senior leadership team and oversees finance, human resources, global services, financial aid, institutional research, and administration for Duke's schools, academic service units, institutes, and centers. A seasoned higher education administrator with extensive experience in finance and operations, Bowersox previously served as Vice Dean for Finance and Administration in the Duke University School of Nursing, where he led a broad portfolio that included budgeting, human resources, information technology, facilities, financial aid, and strategic operations.

Prior to joining Duke, Bowersox held financial leadership roles in the healthcare sector, including chief financial officer and regional finance positions. Throughout his career, Bowersox has been recognized for strengthening organizational effectiveness, improving operational and financial performance, and building the systems, processes, and teams necessary to support complex institutions.

Bowersox holds a bachelor's degree in business administration from Towson University, an MBA from the University of Houston, and completed the Wharton Executive Development Program at the University of Pennsylvania.

Alec D. Gallimore, Provost and Chief Academic Officer

Dr. Alec D. Gallimore serves as Provost and Chief Academic Officer of Duke University and is the Alfred J. Hooks E ’68 Distinguished Professor in the Thomas Lord Department of Mechanical Engineering & Materials Science in the Pratt School of Engineering. Since joining Duke in 2023, he has led the university's academic enterprise, overseeing efforts to support excellence in teaching, learning, research, and scholarship across the institution. His priorities include advancing the Duke Science and Technology initiative, strengthening global engagement, supporting inclusive excellence, expanding the university's artificial intelligence strategy, and helping lead Duke's ambitious "Made For This" campaign.

Throughout his career, Gallimore has combined a distinguished record of research and innovation with a deep commitment to academic leadership, institutional strategy, and the advancement of higher education. Prior to Duke, Gallimore spent more than three decades at the University of Michigan, where he held numerous leadership positions, including seven years as the Robert J. Vlasic Dean of Engineering.

An internationally recognized scholar in advanced spacecraft propulsion, Gallimore founded a pioneering laboratory focused on plasma-based propulsion systems and is a member of the National Academy of Engineering.

Gallimore earned a bachelor's degree in aeronautical engineering from Rensselaer Polytechnic Institute and master's and doctoral degrees in aerospace engineering from Princeton University.

KEY OPPORTUNITIES AND CHALLENGES

Elevate the role of Institutional Research as a strategic partner to the university.

The next AVP will establish a clear vision for the AVP position and OIR, strengthening the role of the AVP as a trusted advisor to university leadership and a key contributor to institutional strategy. This leader will elevate the visibility and influence of the office, deepening its engagement with senior leaders and deans, and ensuring that the office is engaged when strategic questions are being framed. This shift will require a consultative approach: listening closely, clarifying ambiguous questions, identifying the analysis that will be most useful, and translating findings into practical insight. High-value areas for stronger decision support include enrollment and financial-aid modeling, student and faculty outcomes, research, financial planning, workforce, development, rankings, athletics, and alumni. The goal is not simply more analysis, but a more systematic ability to move from retrospective reporting toward timely insight, forecasting, scenario analysis, and strategic foresight.

Build a more modern data infrastructure and an enterprise approach to data and analytics.

Duke's data environment includes fragmented systems, manual processes, and locally developed workarounds that can make it difficult to assemble information quickly across domains. The next AVP will help foster a more coordinated university-wide approach to data management, reporting, and analytics. By partnering closely with Information Technology and leaders across Duke, this individual will help establish common definitions and reporting standards, and advance efforts that enable trusted information to be more readily available throughout the institution. The university's work to develop an enterprise data warehouse creates an important opportunity to build a stronger foundation for reporting and analytics. The next AVP will be a critical functional partner to OIT, ensuring that technology is shaped by clear institutional definitions, meaningful use cases, validation standards, access requirements, and the needs of data users. The AVP will help create the foundation for more timely dashboards, stronger benchmarking, predictive and scenario-based analytics, automation, and responsible applications of AI. Partnership will be central to reducing manual work, improving connections among data sources, and developing scalable and repeatable approaches to reporting.

Connect central and distributed analytics across a decentralized university.

Duke is a highly decentralized institution. Schools and administrative units have developed valuable local analytic capabilities in response to their distinct needs. Success in this role will depend as much on influence, collaboration, and trust as it will on technical expertise. The opportunity is not to replace those

capabilities with a wholly centralized model, but to create greater coordination across Duke. The AVP will need to understand where expertise resides, identify areas of duplication, establish common practices where they add value, and create stronger pathways for sharing information and analytical approaches across the university. The successful leader will be a facilitator, negotiator, and coalition builder who listens before acting, understands why current practices developed, and can move difficult conversations toward resolution without becoming territorial or overly centralized.

Position the Office of Institutional Research for its next chapter.

The next AVP will have the opportunity to build upon the strengths of a team with deep institutional knowledge and expertise, while further positioning Institutional Research as a trusted, strategic resource for the university. This leader will strengthen the office's capacity, capabilities, and operating model. They will establish priorities with university leadership, align work with available capacity, develop staff, strengthen accountability and cross-training, enhance project management and cross-functional collaboration, and create more scalable and sustainable approaches to reporting, analysis, and decision support. The AVP will identify opportunities to leverage automation, AI, and emerging technologies to enhance efficiency and analytical sophistication while maintaining rigorous standards for data integrity, stewardship, and institutional trust.

QUALIFICATIONS AND CHARACTERISTICS

While no single candidate will have all the qualifications, Duke University seeks candidates with a well-rounded combination of the following qualifications and characteristics:

Education

- Advanced degree in a discipline grounded in quantitative research, statistics, economics, public policy, data science, higher education, or related field.

Preferred Skills and Competencies

- Significant leadership experience in institutional research, analytics, strategy, data governance, or enterprise data initiatives at a complex research university.
- Demonstrated experience applying automation and artificial intelligence—such as machine learning or generative AI—to analytics, reporting, or institutional research.
- Demonstrated success leading regulatory reporting, strategic survey management, and enterprise analytics transformation.
- Experience collaborating closely with IT leadership on data architecture and enterprise data warehouse development.
- Deep understanding of the academic research enterprise and AAU-level institutional dynamics.
- Proven ability to influence senior leadership and translate complex analytics into strategic action.
- Strong commitment to service, collaboration, methodological integrity, and institutional mission.

Professional and Technical Qualifications

- Experience operating in a complex, decentralized institution and navigating multiple schools, units, and constituent groups.
- Strong understanding of higher education data, including enrollment, faculty, finance, research, student outcomes, and institutional benchmarking.
- Demonstrated experience with federal and regulatory reporting, particularly IPEDS, and strong knowledge of data integrity and reporting methodologies.
- Fluency with statistical analysis, data visualization, dashboards, and tools such as Tableau or Power BI, without necessarily needing to perform every technical task personally.
- Familiarity with student information systems and complex relational data structures; PeopleSoft experience would be useful.
- Experience with predictive analytics, scenario modeling, AI, and automation.
- Demonstrated success developing and leading an analytic team, managing performance, and building organizational capacity, with a strong understanding of the academic and research mission of a major research university.

Leadership Skills and Personal Characteristics

- Strategic and forward-looking: Anticipates emerging questions and translates institutional needs into a focused agenda.
- Relational and collaborative: Builds trust across organizational boundaries and works effectively with deans, faculty, administrators, technical experts, and staff.
- Influential without being territorial: Leads people who do not report to them and navigates complicated ownership and decision rights.
- Entrepreneurial and action-oriented: Experiments thoughtfully, breaks through inertia, and translates conversation into execution.
- An excellent communicator and storyteller: Explains complex methodology clearly and presents compelling insights to senior leaders and governing bodies.
- A systems thinker: Identifies root causes, understands connections across functions and systems, and builds sustainable solutions.
- Intellectually curious: Brings analytical sophistication and comfort engaging in a highly intellectual university environment.
- Transparent and deeply committed to integrity: Demonstrates methodological rigor, ethical conduct, and transparency about limitations and problems.
- Emotionally intelligent and politically savvy: Reads the room, understands institutional culture, and knows when to move quickly and when to build alignment first.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. **Applications received by November 16, 2026, will receive priority consideration.** Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website: www.imsearch.com/open-searches/duke-university/associate-vice-provost-institutional-research-and-strategic-analytics

Amy Segal, Partner
Alycia Johnson, Managing Associate
Amanda Leslie, Senior Search Coordinator
Isaacson, Miller

Duke is an Affirmative Action/Equal Opportunity Employer committed to providing employment opportunity without regard to an individual's age, color, disability, gender, gender expression, gender identity, genetic information, national origin, race, religion, (including pregnancy and pregnancy-related conditions), sexual orientation, or military status.

Isaacson, Miller, and Duke University are committed to creating an inclusive environment and welcome applications from candidates with disabilities. If you have any accommodation or access needs, we are happy to provide reasonable accommodations.

This document has been prepared based on the information provided by Duke University. The material presented in this leadership profile should be relied on for informational purposes only. While every effort has been made to ensure the accuracy of this information, the original source documents and information provided by Duke University would supersede any conflicting information in this document.