



Search for the Research Director  
Williams Institute on Sexual Orientation and Gender Identity Law and Public Policy  
University of California, Los Angeles, School of Law  
Los Angeles, California

The Williams Institute at the University of California, Los Angeles School of Law seeks a strategic, passionate, and experienced scholar to serve as its new Research Director. The incoming Research Director will join the leading research center on sexual orientation and gender identity law and public policy at a crucial moment in time and will be positioned to impact the Institute for years to come. Building upon the preeminent work of the Institute, the Research Director will help ensure that facts — not stereotypes — inform laws, policies, and judicial decisions that affect the LGBTQ community at the state, local, national, and international levels.

The Institute's early years established a commitment to interdisciplinary research that thrives today, as the Institute continues to be a leader in producing research as a tool for public policymaking. Working at the powerful intersection of research and impact, the Institute has become an important, well-known, and respected leader in this space.

The incoming Research Director will embrace the Institute's mission and commitment to impact, independence, and innovation through the bolstering of the Institute's diverse research portfolio and significant external engagement. An experienced strategist and skilled manager with a strong track record of research excellence, the Research Director will address several key priorities, including:

- Develop the Institute's research portfolio to maximize impact on law and policy;
- Build and sustain strong external relationships by effectively communicating the Institute's work with a variety of stakeholders;
- Facilitate and coalesce the Williams Institute's diverse group of research programs;
- Supervise, support, and empower Williams Institute scholars and researchers.

A list of the desired qualifications and characteristics of the Research Director can be found at the conclusion of this document, which was prepared by the search committee with the assistance of Isaacson, Miller, a national executive search firm, to provide background information and detail the key opportunities and challenges related to the position. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.

### **About the University of California and the University of California, Los Angeles**

Founded in 1868, the University of California system is recognized as one of the world's largest and most successful academic institutions, with a tripartite mission of research, teaching, and public service. The ten campuses that make up the UC system – Berkeley, Davis, Irvine, Los Angeles, Merced, Riverside, San Diego, San Francisco, Santa Barbara, and Santa Cruz – collectively enroll approximately 280,000 students and are supported by more than 227,000 faculty and staff, and 2 million alumni living and working around the world. Another half million people benefit from UC's continuing education courses each year, as well as from research centers and educational programs operating throughout the state. UC extends its work beyond its campuses through national laboratories, medical centers, and outreach programs in neighboring communities, throughout California, around the world, and online.

Situated on 419 acres, five miles from the Pacific Ocean, the University of California, Los Angeles (UCLA) is enriched by the cultural diversity of the dynamic greater Los Angeles area and the geographic advantages of Southern California. Tied as the world's number one public research university, UCLA is an international leader in the breadth and quality of academic, research, health care, wellness, cultural, continuing education, and athletic programs, with more than 5,200 faculty members who teach approximately 47,500 undergraduate students and 14,300 graduate students in the College of Letters and Science and 12 professional schools. UCLA is consistently ranked among the top institutions nationally for research funding, having generated \$1.7 billion in research grants and contracts in the last fiscal year alone.

### **About the UCLA School of Law**

Founded in 1949, the UCLA School of Law has garnered a reputation for access and excellence, delivering a world-class legal education and producing leading scholarship while providing access to a life in the law to a diverse and high-achieving group of students. As the first public law school in Southern California and one of the youngest top law schools in the United States, UCLA Law embodies the University of California's commitment to teaching, research, and public service.

UCLA Law's nearly 200-person [faculty](#) is one of the most influential nationwide. Its professors, 23% of whom are from underrepresented backgrounds, are leading scholars in constitutional law, corporate law, critical race theory, evidence, immigration, and other areas. Additionally, the School of Law boasts 185 full-time staff members who work tirelessly to provide students with an engaging, intimate, and mission-focused educational experience.

### **About the Williams Institute on Sexual Orientation and Gender Identity Law and Public Policy**

The Williams Institute is dedicated to conducting rigorous, interdisciplinary research that informs laws and policies that impact the lives of LGBTQ people. The Institute disseminates its research to

policymakers, judges, the media, and other stakeholders through self-published reports, fact sheets and infographics, academic publications, amicus briefs, conferences, and educational events.

The Williams Project was founded in 2001 by businessman and philanthropist Charles “Chuck” Williams, his partner Stu Walter, Chuck’s attorney Arnie Kasso, Bill Rubenstein, and Brad Sears with a mission to replace the pervasive bias against LGBTQ people in law, policy, and culture with independent research on LGBTQ issues. In 2006, the Williams Project merged with the Institute for Gay & Lesbian Strategic Studies, founded by M.V. Lee Badgett, becoming the Williams Institute.

The Institute’s early years established a commitment to interdisciplinary research that continues today. Scholars analyzed the impact of marriage equality, filed amicus briefs in seminal cases like *Lawrence v. Texas*, and studied the demographic characteristics of same-sex couples. In 2011, the Williams Institute released one of the first data-backed estimates of the LGBTQ population in the U.S., which shed light on the potential impact of policies and laws on LGBTQ people nationwide. For over twenty years, the Williams Institute has released groundbreaking estimates and analyses that illuminate the impact of current law and public policy on the lived experiences of LGBTQ people. The reach of the Williams Institute has only continued to grow since its inception.

The Williams Institute has an annual budget of over \$5 million -- \$1.5 million comes from the endowment; \$1.5 million from major donors and events; and \$2 million from grants, including general operating grants and project-specific grants. A talented staff of 20 supports the work of the Institute. Cary Franklin, J.D., is the Faculty Director at the Williams Institute and the McDonald/Wright Chair of Law at UCLA School of Law. Brad Sears, J.D., is the Founding Executive Director and Rand Schrader Distinguished Scholar of Law and Policy at the Williams Institute. For more information about the Williams Institute, please visit: <https://williamsinstitute.law.ucla.edu/>.

## Impact

For over two decades, policymakers, lawmakers, advocates, and the courts have relied on the Williams Institute’s expertise. Williams Institute scholars have consulted with government agencies to improve federal data collection on LGBTQ people. They have provided testimony to Congress in hearings on the U.S. military’s “Don’t Ask, Don’t Tell” policy and the Employment Non-Discrimination Act. Justice Anthony Kennedy cited Williams Institute estimates on the number of same-sex couples raising children as a deciding factor in the landmark decision in *Obergefell v. Hodges*, which granted marriage equality in the U.S. Examples of the Institute’s impact include:

- Institute research and scholars have been cited by courts across the country in key LGBTQ rights cases, including by the U.S. Supreme Court in its decisions on marriage equality and non-discrimination protections.

- Williams Institute research directly informed executive orders issued by Presidents Obama and Biden that protect LGBTQ people from discrimination, support LGBTQ youth, allow transgender people to serve openly in the military, expand data collection on LGBTQ populations, and advance LGBTI rights globally.
- Institute scholars have testified before Congress and state legislatures on a wide range of issues, including violence against LGBTQ people, the need for non-discrimination protections, the impact of marriage equality, and more.
- Federal and state lawmakers have relied on Institute research to develop laws and policies that impact LGBTQ communities, including the Equality Act, conversion therapy bans, presidential executive orders, and more.
- The Institute is the leading source of data about the size and demographics of the transgender community in the United States and related policy initiatives. The Institute's research on transgender people is both the Institute's, and all of UCLA's, most cited research in the media.
- The Institute has worked extensively with federal and state agencies to improve and expand data collection on LGBTQ populations, resulting in the addition of sexual orientation and gender identity questions on dozens of government surveys that now produce information about LGBTQ communities across the U.S.

### **Role of the Research Director**

The Research Director will lead the Institute's social science research team of scholars in conducting and disseminating policy-relevant research. The position entails substantial program development and management as the Research Director fields and prioritizes requests for research and collaboratively helps plan and execute conferences, meetings, and events. The Research Director will be expected to collaborate with individuals at the School of Law as well as other departments across UCLA to ensure that the research is approached in an intersectional manner. Externally, the Research Director is expected to help secure funding for future research projects and engage with the media, lawmakers, the public, and other stakeholders.

The Williams Institute's Research Director will have excellent leadership, management, and operational experience; a strong track record of research excellence in a variety of methodologies, expertise in public policy; and significant experience using research as a tool for social change, community action, or public policymaking. The Research Director should have experience using grants as a tool in their own work but also as a mechanism to create and sustain opportunities. The ideal candidate will be a long-term strategist, have substantial content knowledge across a range of LGBTQ policy issues, and will be comfortable engaging with other thought leaders, clients, and decision-makers.

The Research Director will report to the Executive Director of the Williams Institute and will work closely with the Institute's Faculty Director and senior management team, including the Legal Director, International Programs Director, Manager of Grants and Finance Administration, Communications Director, and Senior Director of Development. The Research Director will additionally oversee seven to ten direct reports.

### **Key Opportunities and Challenges for the Research Director**

#### ***Develop the Institute's research portfolio to maximize impact on law and policy.***

As a responsible and committed collaborator, supervisor, and mentor, the incoming Research Director will work to advance the Institute's position as a leader in the generation and use of LGBTQ-related data and evidence to inform public policy. A visionary leader who is both strategic and passionate about the Institute's mission, they will work collaboratively with the senior management team, researchers, and a faculty advisor to advance the Institute's research agenda and priorities. In doing so, they will think holistically to balance and align the existing research portfolio (in terms of topic areas, disciplines, methodologies, relevance to sub-populations within LGBTQ communities, and formal and substantive equality issues) with opportunities for growth domestically and internationally. The short- and long-term strategic plans for the Institute's research agenda must both respond to current LGBTQ law and policy needs and anticipate future ones on a national and international level. As such, the Research Director will need to keep abreast of relevant LGBTQ law and policy issues to ensure that research is responsive, timely, and relevant.

#### ***Build and sustain strong external relationships by effectively communicating the Institute's work with a variety of stakeholders.***

In contribution to the mission of the Williams Institute, the incoming Research Director will work to cultivate relationships with key government, community, philanthropic, and other stakeholders related to LGBTQ policy and research. The Research Director will pursue opportunities to present and discuss the Institute's work with a variety of audiences, including lawmakers, appropriate media outlets, and key decision-makers, at conferences and other educational events. Furthermore, the Research Director will support the dissemination of the Institute's research through Williams Institute publications, media, and other avenues such as op-eds, legislative testimony, and amicus briefs to maximize policy impact. In doing so, the Research Director must be responsive and skilled at translating research into forms easily understood by the public and other key audiences.

#### ***Lead and facilitate the Williams Institute's diverse group of research programs.***

The Research Director will be required to think broadly about LGBTQ law and policy issues as they work to craft a research agenda and coordinate activities across the institute, including its original research, small grants programs, fellowships, prizes, internship and volunteer programs, public policy roundtables,

workshops, conferences, and educational programs. As a strong manager and operational leader, they will consider input from a variety of internal and external stakeholders and help to identify and pursue new public and private grant opportunities and donations so that the work of the institute remains timely and responsive to current issues. In their work to coordinate all activities across the research portfolio, the Research Director must manage research projects effectively and efficiently, including tracking research projects for successful completion. Additionally, the Research Director will play a key role in supporting external networks of researchers focused on LGBTQ people, including the Williams Institute's Faculty Advisory Committee.

***Supervise, support, and empower Williams Institute scholars and researchers.***

While the Research Director will be able to pursue and engage in their own individual research, their main responsibility is to lead, facilitate, and support a team of interdisciplinary social science and other researchers, including senior scholars, research fellows, research consultants, policy fellows, research assistants, and volunteers. Drawing upon their own experience coordinating the work of others, the incoming Research Director will work to create an environment conducive to intellectual growth, strong morale, and organizational commitment. They will ensure alignment between the work of the individual Institute researchers and the Institute's mission and research portfolio while simultaneously ensuring adherence to a schedule of yearly publications. Flexibility will be key as the Research Director responds to new policies and laws that impact the LGBTQ community and the work of the Institute. Additionally, the Research Director will be an advocate for professional development by ensuring opportunities for growth and mentorship.

**Qualifications and Characteristics**

The search committee strongly welcomes applicants from a wide range of backgrounds and experiences. It will consider the factors below when evaluating candidates for this important leadership role. A successful candidate should possess many of the following characteristics:

- PhD (preferred), EdD, JD, or master's degree in a relevant discipline (for instance, MPP and MPA);
- Established research record with a minimum of 10 years of policy-relevant research. Research on LGBTQ people, people of color, transgender people, women, people with disabilities, children, youth, or people of low socio-economic or marginalized status is encouraged.
- At least 5 years of experience leading teams focused on initiatives or projects that use research to inform public policy;
- Experience conducting research related to LGBTQ people or other marginalized communities;
- Experience conducting research related to people of color and approaching research through an intersectional lens that includes race, ethnicity, sex, sexual orientation, and gender identity;
- Knowledge of current LGBTQ-related law and policy issues;
- Demonstrated leadership, strategic thinking, relationship-building, and management skills;

- Powerful communicator and careful listener who effectively engages and inspires stakeholders and colleagues;
- Understanding of the LGBTQ and social justice funding landscape and a track record of securing contracts and/or grants;
- Excellent written and verbal communication skills and the ability to convey complex technical issues to non-expert audiences and share research results in a way that resonates with community groups, practitioners, and policymakers;
- Ability to assist with budget preparations, drafting grant proposals, and writing reports.

### **Location**

Situated on 419 acres, UCLA is enriched by the cultural diversity of the dynamic greater Los Angeles area and the geographic advantages of Southern California. UCLA Law is located on the UCLA campus in the Westwood neighborhood of Los Angeles. Bordered by iconic neighborhoods—Bel Air, Brentwood, Beverly Hills—UCLA is a crossroads of ideas, cultures, and limitless experiences and opportunities. Los Angeles is a global city where culture, business, and industry blend. It is where four million people power the world's 15th-largest economy. With an average of 292 sunny days per year and UCLA's location five miles from world-famous Santa Monica beach, which includes access to a 22-mile-long path for bicycling, skating, jogging, and walking, L.A. has much to offer in the way of a healthy and happy lifestyle. Home to the largest city park in the country, countless hiking trails, and some of the nation's best museums, performance venues, and farmers markets, Los Angeles is internationally recognized as one of the most livable cities in the world. Learn more at [www.discoverlosangeles.com](http://www.discoverlosangeles.com).

### **Compensation**

The expected compensation range is \$180,000-\$215,000. The salary and level of appointment will be commensurate with qualifications and experience. The position includes research and travel support. This is a year-round, non-tenure track position.

### **Applications, Inquiries, and Nominations**

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and applications should be sent via the Isaacson, Miller website for the search: <https://www.imsearch.com/open-searches/williams-institute/research-director>. To be ensured full consideration, please submit a letter of interest — including a diversity statement — and curriculum vitae.

Tim McFeeley, Partner  
Jaime Morgen, Managing Associate  
Isaacson, Miller

*The University of California is an Equal Opportunity/Affirmative Action Employer. All qualified applicants will receive consideration for employment without regard to race, color, national origin, religion, sex, gender, gender expression, gender identity, gender transition status, pregnancy, physical or mental disability, medical condition (cancer-related or genetic characteristics), genetic information (including family medical history), ancestry, marital status, age, sexual orientation, citizenship, or service in the uniformed services, including protected veterans. For the complete University of California nondiscrimination and affirmative action policy, see: UC Nondiscrimination &Affirmative Action Policy at <https://policy.ucop.edu/doc/4000376/DiscHarassAffirmAction>.*