

Yale University

SENIOR ASSOCIATE PROVOST FOR RESEARCH ADMINISTRATION YALE UNIVERSITY NEW HAVEN, CT

THE SEARCH

Yale University, ranked among the world's premier private research universities, seeks a collaborative, strategic, visionary leader to serve as the next Senior Associate Provost of Research Administration. Reporting to the Vice Provost for Research, the Senior Associate Provost will provide leadership and strategic direction to the Office of Research Administration, engaging with stakeholders across the institution to support and advance Yale's research mission by providing high-quality service to faculty, investigators, staff, and colleagues throughout the Yale community.

The Senior Associate Provost will be tasked with managing Yale's ever-expanding sponsored research portfolio and research compliance programs with research integrity, research security, and federal regulations in mind, as well as serving as the Institutional Official (IO) for the animal care and use program and the human research protection program. The Senior Associate Provost of Research Administration will be expected to build strong working relationships across the institution through high-caliber timely service, operational excellence, and data-informed decision-making while increasing both transparency and communication. Yale seeks an individual with comprehensive knowledge of all aspects of research administration within a complex organization and a demonstrated track record of increasing efficiency through the evaluation and implementation of policies, procedures, business processes, and systems.

The successful candidate will understand the calibrated balance of providing high-touch service while creating a culture of accountability through compliance and regulatory functions. The individual will have significant leadership experience in research administration in a major research program with medicine and health sciences, excellent interpersonal and communication skills, process improvement experience, a service-oriented management approach, and an innate ability to build and nurture relationships with stakeholders throughout an institution. Additionally, the Senior Associate Provost must be able to gain buy-in and motivate others toward the common goal, Yale's mission - to improve the world today and for generations to come through outstanding research and scholarship, education, preservation, and practice.

Yale University has retained Isaacson, Miller, a national executive search firm, to assist in this search. All applications, inquiries, and nominations, which will remain confidential, should be directed to the search firm as indicated at the end of this document.

YALE UNIVERSITY

Yale University is dedicated to expanding and sharing knowledge, inspiring innovation, and preserving cultural and scientific information for future generations. The University traces its roots to the 1640s when clergymen led an effort to establish a local college to preserve the tradition of European liberal education in the New World. In 1701, the charter was granted for a school which officially became Yale College in 1718, when it was renamed in honor of Welsh merchant Elihu Yale, who had donated the proceeds from the sale of nine bales of goods together with 417 books and a portrait of King George I.

A member of the Ivy League and the Association of American Universities, Yale today ranks among the world's premier private research universities. The University's academic divisions consist of Yale College, the Graduate School of Arts and Sciences, and 12 professional schools: Architecture, Art, Divinity, Drama, Engineering and Applied Science, Environment, Law, Management, Medicine, Music, Nursing, and Public Health. Yale is the only American research university with four professional schools devoted to the arts (Art, Architecture, Drama, and Music). The University operated on a \$4.275 billion budget for fiscal year 2021, with grant and contract expenditures supporting Yale's research and training programs totaling [\\$1.2 billion in fiscal year 2022](#). Yale's endowment as of the end of the 2022 fiscal year amounted to \$41.4 billion.

In 2021-2022, Yale was ranked 5th overall in National Universities, #1 in Best Value Schools, and #2 in Undergraduate Research by *US News and World Report*. Today, Yale enrolls more than 12,000 students, including 4,664 undergraduate students and 7,357 graduate and professional students. Its network of more than 165,000 living alumni remains deeply engaged with their alma mater. The University also employs 4,962 faculty and 10,442 staff members.

LEADERSHIP

Vice Provost for Research Michael Crair

Michael C. Crair is Vice Provost for Research and the William Ziegler III Professor in the Department of Neuroscience and Professor of Ophthalmology & Visual Science. As Vice Provost for Research, he works to encourage and support Yale research, innovative interdisciplinary scholarship, and groundbreaking medical and scientific discoveries across all schools and departments in the University.

Dr. Crair obtained his doctoral degree in physics from the University of California, Berkeley, and did postdoctoral training in physics and neuroscience at Kyoto University and Kyoto Prefectural Medical School in Japan and in neuroscience at the University of California, San Francisco. He was a faculty member at Baylor College of Medicine in Houston, Texas, before coming to Yale as a member of the Department of Neuroscience in 2007. He has directed Yale's Vision Core Program, the Graduate Program in Neuroscience and was Deputy Chair of the Department of Neuroscience until 2017 before he became Deputy Dean for Scientific Affairs (Basic Science Departments) at the

School of Medicine. He moved to the Provost's office in April of 2020 to lead university efforts to enhance and support Yale's research community.

RESEARCH ADMINISTRATION

The Office of Research Administration (ORA) at Yale University is the institutional office of record for campus research administration. Responsible for the University's systems and processes regarding research administration and improved compliance and regulatory activities, the unit provides oversight and guidance for Yale's research offices. The Office of Research Administration is also responsible for coordinating the activities of the various University offices providing support to faculty, staff, and students on sponsored projects, assuring that service provided by those offices is of the highest caliber and professionalism, and serving as an effective representative for the research enterprise at Yale University and nationally.

Many departments fall under the purview of ORA, each of which plays an important role in the contracts, grants, and awards process. These include the Office of Research Compliance, the Office of Sponsored Projects, the Office of Animal Research Support, the Human Research Protection Program, the Conflict-of-Interest Office, Research Integrity, the Office of Research Enterprise Operations, and Export Controls.

Office of Research Compliance

The Office of Research Compliance (ORC) provides support to the Office of Research Administration (ORA) and its mission by reviewing and participating in the implementation of emerging regulatory requirements. They also proactively monitor regulatory compliance through assessments and respond to concerns expressed by stakeholders throughout the institution.

Office of Sponsored Projects

The Office of Sponsored Projects aids faculty and staff in obtaining and managing sponsored awards that support scholarly activities. The Office is responsible for reviewing and approving proposals submitted to all sponsors, and for interpreting, negotiating, and accepting grants and contracts for sponsored projects (externally funded activities), funded by federal and state agencies, foundations, and other public and private sources, and provide guidance to assure proper stewardship of funds that are received. Within the Office of Sponsored Projects are the Award Management and Contracts teams. The Office of Sponsored Projects' Award Management team is responsible for ensuring University and sponsor policies, procedures, and processes are followed. The OSP Contracts' team reviews, negotiates, and finalizes contracts with corporate partners, the Federal Government, and complex agreements with Foundations.

Office of Animal Research Support

The Office of Animal Research Support (OARS) and the Institutional Animal Care and Use Committee (IACUC) supports faculty, students and staff in research involving the humane use of

animals. Yale University maintains a United States Department of Agriculture (USDA) licensed and Association for Assessment and Accreditation of Laboratory Animal Care International (AAALAC) fully accredited animal research facility and is committed to responsible animal care and use. OARS and IACUC are charged with reviewing and approving research protocols involving the use of animals and ensuring compliance with all applicable regulations.

Human Research Protection Program

Research involving human participants must be conducted in accordance with applicable laws, regulations, guidelines, and ethical principles such as those outlined in the Belmont Report. The Yale Human Research Protection Program (HRPP), which includes the Institutional Review Board (IRB), is responsible for ensuring compliance with these standards and Yale's institutional policies. Its goal is to: ensure the rights and welfare of human research participants; promote excellence in the conduct of research; and advance scientific knowledge and quality research.

The HRPP assists the University in meeting its legal, regulatory, and ethical obligations and routinely collaborates with other offices across the University, as well as community partners, on various programs and initiatives related to research that foster compliance, quality, efficiency, and the protection of human participants. Examples include the Yale Center for Clinical Investigation (YCCI) led Community Engagement programs such as the Cultural Ambassador Program and YCCI collaborations such as Puerto Rico Science, Technology, and Research Trust (PCCRI) and FDA Clinical Research Diversity Partnership. Other collaborations with YCCI include Quality Assurance Audits and training, including Good Clinical Practice. Former and current IRB members involved with the Yale Interdisciplinary Center for Bioethics also advise the IRB on ethical issues regarding research. One of our IRB Chairs (for the Social, Behavioral, and Education research IRB panel) is the Director of the Center.

In addition to managing the research submitted for IRB review, the HRPP provides educational support to principal investigators and their research staff, provides administrative and regulatory support to 18 Institutional Review Boards (IRB), and works closely with external IRBs when research is ceded to them for IRB review. The HRPP also assists the Radioactive Drug Research Committee (RDRC), Radioactive Investigational Drug Committee (RIDC), and Embryonic Stem Cell Research Oversight Committee (ESCRO).

Conflict of Interest Office

Yale University is committed to ensuring that the research, consultation, and other activities of faculty and non-faculty employees are conducted in accordance with the principles of openness, trust, and free inquiry that are fundamental to the autonomy and well-being of a university and with the responsible management of the University's business. In pursuit of this important goal, the University requires annual disclosure of external interests related to university responsibilities in order to assist members of the Yale community to avoid the potential for these related interests to bias research, teaching, clinical care, or other University activities.

The Provost's Committee on Conflict of Interest ("Committee") is charged with identifying and addressing any potential, actual, and apparent conflicts of interest resulting from related external interests. The Conflict of Interest Office supports the Committee while working collaboratively with the Yale community to manage, reduce, or eliminate any identified potential, actual, or apparent conflicts of interest.

Research Integrity

The Research Integrity Office provides high-level support to faculty and senior institutional leadership related to the review and handling of allegations of research misconduct and other data integrity-related inquiries and investigations, which includes assisting with data management, drafting reports, implementing systems to track cases, and drafting standard operating procedures. The office also works with Yale faculty, staff, and students to safeguard research and scholarship by overseeing compliance issues to support researchers and Yale's efforts to promote international research collaborations consistent with applicable laws, regulations, policies, and guidance pertaining to research security. This includes aiding with advanced approval and disclosure requirements related to faculty's external institutional or funder relationships and reviewing instances of incomplete disclosure or reporting of external activity.

Office of Research Enterprise Operations

The Office of Research Enterprise Operations (OREO) provides system administration, data management, and cross-unit operational integration and efficiency for the research enterprise. The OREO team is focused on expanding the self-service reporting model, evaluating and identifying opportunities to improve our research administration systems, and improving data quality.

Export Controls

Yale is committed to maintaining compliance with United States export control while enacting its mission and goals as an academic institution. Export controls are a complex set of federal laws and regulations designed to protect U.S. national security and economic interests, further U.S. foreign policy goals, and prevent the proliferation of weapons of mass destruction. These requirements govern how "controlled" information, technology, and items can be transmitted internationally to anyone, including U.S. citizens or foreign nationals in the U.S. Although most Yale research is not subject to export controls, certain categories of equipment, technology, and information used by the Yale community in the conduct of research, or for other activities, are subject to export control requirements. Yale maintains an Export Compliance Program, overseen by the Office of Export Controls to support its faculty, staff, and students in meeting these requirements.

THE ROLE OF THE SENIOR ASSOCIATE PROVOST FOR RESEARCH ADMINISTRATION

Reporting to the Vice Provost for Research (VPR), the Senior Associate Provost provides leadership and strategic direction of the Office of Research Administration. The Senior Associate Provost

serves as the face of research administration across Yale, having overall responsibility for managing the services needed to support faculty research across the University at all stages, including proposal submission, compliance review, award set-up, and financial closeout. In collaboration with leadership across the University, the Senior Associate Provost for Research Administration will develop strategies to strengthen the transparency and efficiency of a broad array of research administration operations, including sponsored projects administration; human research subjects protection review; conflicts of interest and commitment monitoring; compliance with federal regulations for research security; as well as export controls and the use of animals in research. The Senior Associate Provost has 8 direct reports, who manage approximately 130 staff across the office with a total annual budget of approximately \$19 million.

The Senior Associate Provost will lead the Office of Research Administration with a strong focus on faculty and administrator service and employ a data-driven analytic approach to continuously improve systems to encourage and facilitate proposal submission and securing external funding in an increasingly competitive grant environment while complying with federal and sponsor regulations. The Senior Associate Provost will make a significant contribution to research at Yale through the execution of robust processes and services that are notable for excellent customer service, transparency, and responsiveness and for excellent training and professional development of staff. The Senior Associate Provost is an active partner with leaders across the University in developing data-driven strategies informed by accurate business intelligence and academic priorities to enhance research excellence.

The Senior Associate Provost is the Institutional Official (IO) for the animal care and use program and the human research protection program and is a key leader of these programs in partnership with the Institutional Animal Care and Use Committee and the University's Institutional Review Boards. The Senior Associate Provost is also a strategic administrative partner for the Yale School of Medicine and the Yale Cancer Center and their rapidly expanding clinical trials programs.

Using data-driven methods, the Senior Associate Provost will develop ways to integrate compliance functions into operations and business processes to increase efficiency, transparency, reduce risks, and improve compliance while minimizing administrative burden for faculty and staff. The Office of Research Administration will regularly review, draft, collaboratively communicate, and implement changes to University policies relating to research administration and compliance as necessitated by rapidly changing federal and sponsor regulations.

OPPORTUNITIES AND CHALLENGES FOR THE SENIOR ASSOCIATE PROVOST

The Senior Associate Provost will be a strategic, service-oriented, thoughtful leader with exceptional collaborative skills. They will provide oversight to the Office of Research Administration and work in partnership with faculty and departments across Yale collaboratively to provide high-quality service and support. The Senior Associate Provost will be a trusted advisor to the Vice Provost for Research, a respected and credible source of information for faculty and staff, and a steadfast advocate for Yale's research administration activities. The Senior Associate

Provost must appreciate the value and challenges of supporting world-class researchers while meeting shifting and complex regulatory requirements.

To be successful in the role, the next Senior Associate Provost will need to address the following opportunities and challenges:

Exercise strong visionary leadership of the Office of Research Administration

The Office of Research Administration requires an effective, service-oriented leader to manage related but distinct functions with a sense of coherence, inclusivity, and appreciation for the forces at play that drive the multiple components of research administration. The Senior Associate Provost will motivate, support, lead, and retain a high-performing ORA team to ensure efficient research administration processes in a discipline characterized by growth and change. The Senior Associate Provost will maintain an effective risk-based strategy and approach to compliance with the regulations, policies, and laws that govern research activities.

Build strong working relationships with faculty and other key stakeholders through high caliber, timely service, and operational excellence

A coalition builder and servant leader, the Senior Associate Provost will interface and engage with key leaders from across the University, including Corporate and Foundation Giving; Yale Ventures; Controllers Office; Office of the General Counsel; the School of Medicine, School of Engineering and Applied Sciences, Faculty of Arts and Sciences, Office of the Provost; and other schools and units as needed, working to advance the Yale's research mission collectively. Given the complexity and diversity of research at Yale, the Senior Associate Provost will identify opportunities to deepen collaborative relationships across the institution and promote a responsive, timely culture of service as the face and voice of the Office of Research Administration.

Evaluate, streamline, and develop protocols and systems to increase efficiency and effectiveness

The Senior Associate Provost will analyze the research administration systems, processes, policies, and procedures to ensure they best support the needs of investigators, administrators, staff, and other internal and external stakeholders. They will seek operational efficiencies including leveraging technology to evaluate workflows, update processes, and implement new systems where appropriate without adding unnecessary burden on investigators and staff. As Yale looks toward a new era of innovation and research, the Senior Associate Provost will have the opportunity to evaluate infrastructure and systems to better support the University's research growth.

Maintain a culture of accountability, transparency, and credibility

As the thought leader on research administration affairs, the Senior Associate Provost will work with colleagues and stakeholders to address major issues collectively while meeting complex

regulatory requirements. There is an opportunity to increase visibility into the stages of the proposal submission process for faculty, creating a better sense of submission deadlines and turnaround times. The Senior Associate Provost will also lead the development of dashboards and portals to streamline the reporting and data-sharing processes across the organization.

PERSONAL AND PROFESSIONAL QUALIFICATIONS

Yale University seeks a highly qualified, collaborative individual with extensive experience working in research administration in a complex higher education environment. The new Senior Associate Provost must have a strong track record of managing a large professional team, be an expert in the contract and grant submission and negotiation process, and have experience maintaining high-quality operations, motivating staff, and forging partnerships across large organizations. The Senior Associate Provost will emphasize, support and sustain a positive work environment that promotes accountability, teamwork, a commitment to strong customer relationships, and a culture that exemplifies diversity, equity, inclusion, and belonging. The successful candidate will bring many of the following skills and qualities:

- Experience in leading research administration in a major research organization at an academic institution of similar size or complexity, preferably with a medical or health sciences component;
- Experience analyzing multiple, complex pieces of financial and non-financial data to identify themes, trends, and issues and develop a strategy to maximize productivity, efficiency, service and compliance;
- Ability to build, motivate, and direct a large and diverse team, including organizing workflow to accomplish objectives, managing workloads, identifying training needs and opportunities, developing incentives, and building performance management systems;
- A demonstrated ability to lead complex organizational processes effectively and to nurture a culture that is in service of and support to the research and entrepreneurial efforts of faculty;
- Experience negotiating with and resolving conflict among various groups and individuals with diverse backgrounds and goals concerning sensitive issues;
- Skill in analyzing information to define the challenge, identify relevant issues or concerns, formulate alternatives for resolution, and recommend alternative choices and implications for implementation;
- The highest level of personal integrity, collegiality, and courage to address complex issues involving a variety of stakeholders with potentially competing needs;
- Demonstrated experience working with and supporting the work of diverse teams;
- Exceptional skills in communicating to a wide range of audiences, including listening to a broad array of stakeholders;
- Active listening and building trust across various constituent groups;
- Servant leader and strong collaborator who leads through influence and persuasion; and

- Bachelor's degree required, JD, MD, PhD, or equivalent advanced degree strongly preferred with laboratory or translational research experience, but an overall understanding of the role of the research enterprise in a major research university is essential.

TO APPLY

All inquiries, nominations/referrals, and resumes with cover letters should be sent electronically to:

Rebecca Kennedy, Partner (she/her)
Jasmine Miller, Senior Associate (she/her)
Cortnee Bollard, Senior Search Coordinator (they/them)
Isaacson, Miller

<https://www.imsearch.com/open-searches/yale-university/senior-associate-provost-research-administration>

Yale University is committed to basing judgments concerning the admission, education, and employment of individuals upon their qualifications and abilities and affirmatively seeks to attract to its faculty, staff, and student body qualified persons of diverse backgrounds. In accordance with this policy and as delineated by federal and Connecticut law, Yale does not discriminate in admissions, educational programs, or employment against any individual on account of that individual's sex, race, color, religion, age, handicap, or national or ethnic origin; nor does Yale discriminate on the basis of sexual orientation. University policy is committed to affirmative action under law in employment of women, minority group members, handicapped individuals, special disabled veterans, and veterans of the Vietnam era.

For more information on Yale's diversity, equity, inclusion, and belonging efforts, please visit <https://belong.yale.edu/>