

Yale University

SENIOR ASSOCIATE PROVOST FOR ENTREPRENEURSHIP AND INNOVATION YALE UNIVERSITY NEW HAVEN, CT

THE SEARCH

Yale University seeks a visionary and collaborative leader to serve as the Senior Associate Provost for Entrepreneurship and Innovation. Operating within the Office of the Vice Provost for Research, the Senior Associate Provost (SAP) will lead innovation and technology transfer activities in support of the educational and research mission of Yale, as well as develop and maintain impactful partnerships with external entities expanding Yale's innovation ecosystem including tech transfer, student entrepreneurship and innovation, and student and faculty entrepreneurship training. The SAP reports to the Vice Provost for Research and works closely with leadership across Yale as well as with regional and national partners.

The SAP oversees the Office of Cooperative Research, which serves as the primary office at Yale to assist the community in protection, commercialization, and dissemination of intellectual property (IP). The OCR's activities enable commercial investment in and licensing of inventions and discoveries flowing from Yale's research. These activities foster the economic development and new products that allow Yale's technology to benefit the common good by balancing IP protection and licensing opportunities with Yale's wider mission of research, education, and dissemination of knowledge. The OCR also works extensively with Yale's Office of Sponsored Programs in the negotiation of the intellectual property rights granted to non-federal research sponsors and in checking for conflicts with background IP. In support of student innovation and entrepreneurship, the SAP also oversees the Tsai Center for Innovative Thinking (Tsai CITY), which works to inspire students from diverse backgrounds and disciplines to seek innovative ways to solve real-world problems. Tsai CITY supports student entrepreneurs through programs, funding, and mentoring, catalyzing over 100 projects a year. The SAP will also work in close collaboration with the Office of Corporate Strategy and Engagement to increase coordinated support for business generation, strategic transactions, and corporate relationship management.

Yale seeks an SAP with the experience and vision to provide strategic leadership in the area of technology transfer in support of the institutional mission. The SAP will also act as an ambassador for technology transfer within Yale, as well as externally. The SAP manages more than 30 staff, with 20 in the areas of business development, new ventures, and operations and another 12 in Tsai CITY. To succeed in this challenging role, the SAP must possess a demonstrated record of visionary leadership, insights and understanding of technology transfer in a complex organizational context, knowledge of evolving issues related to patent and other intellectual property, as well as the ability to provide leadership to the University community by engaging in public events on campus and nationally.

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 operates a \$4.29 billion budget and spends approximately \$838.29 million on research annually. Yale's endowment as of the end of the 2020 fiscal year amounted to \$31.1 billion.

Yale enrolls more than 13,600 students, including 6,057 undergraduate students and 7,517 graduate and professional students. The university employs 4,869 faculty and more than 10,374 staff members. Its network of more than 165,000 living alumni remain deeply engaged with their alma mater.

UNIVERSITY LEADERSHIP

President Peter Salovey

Peter Salovey is the twenty-third president of Yale University and the Chris Argyris Professor of Psychology. He became president of the university in July 2013. Prior to becoming president, President Salovey served as the provost of Yale University from 2008 to 2013. Other leadership roles at Yale have included serving as chair of the Department of Psychology (2000 to 2003); dean of the Graduate School of Arts and Sciences (2003 to 2004); and dean of Yale College (2004 to 2008).

President Salovey has led the development of new programs and facilities across the schools and departments of Yale, including restructuring the leadership of the Faculty of Arts and Sciences and opening two new residential colleges, expanding Yale College enrollment by 15 percent. The President is committed to increasing diversity, ensuring equity, and enhancing a sense of inclusion and belonging for everyone within the Yale community and, in January 2020, he convened a committee of faculty and staff to help guide and inform current and future actions to create a campus climate that reflects these values. He is advancing innovative teaching on campus; amplifying Yale's partnerships in Africa, Asia, and other parts of the world; and enhancing interdisciplinary collaboration and entrepreneurial opportunity for faculty and students. President Salovey is committed to increasing access to a Yale education for students worldwide regardless of their financial background.

Provost Scott A. Strobel

Scott Strobel is the Henry Ford II Professor of Molecular Biophysics & Biochemistry (MB&B) and University Provost. Scott Strobel joined the Yale faculty in 1995 and served as department chair from 2006 to 2009. From 2011 to 2019 he served as Vice President for West Campus Planning & Program Development where he orchestrated the emergence of the West Campus as a research and educational center of the university. In July 2014 he took on additional responsibility as the inaugural Deputy Provost for Teaching & Learning. In this capacity, he oversaw the creation of the Poorvu Center for Teaching and Learning, housed within the York Street wing of Sterling Memorial Library.

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.

THE OFFICE OF COOPERATIVE RESEARCH

Since its founding in 1982, the Yale Office of Cooperative Research (OCR) has built a significant portfolio of inventions and patents and has grown into an engine of regional economic development. Its mission is to facilitate the translation of research from Yale's labs into products and services that benefit society. OCR is recognized as a leading force for catalyzing economic growth by identifying, counseling and nurturing early-stage technologies and guiding the transition into robust companies.

The history of Yale's OCR office is strong and illustrated in stories like Biohaven Pharmaceuticals, a clinical-stage biopharmaceutical company that raised \$168m in IPO in 2019, and Arvinas which raised \$120m in IPO in 2018, and NextCure, now a publicly traded company since its IPO in 2019. The OCR plays a critical role in supporting start-ups across campus and serves as a critical liaison among Yale policymakers, individual faculty, and student-scholars who benefit from the expertise of the OCR and their knowledge of fields important to the Yale community. There is more opportunity to grow the knowledge base expanding to the engineering and basic science research and fostering support for researchers and students.

The OCR works extensively with Yale's Office of Sponsored Programs (OSP) in the negotiation of intellectual property rights granted to non-federal research sponsors and in investigating potential IP conflicts. As the US funding landscape shifts and industry funding grows in volume and impact, the OCR will spend an increasing portion of its time in collaboration with OSP on IP matters.

The overall licensing strategy at Yale has long been strategic and selective with an opportunity to grow to pursue a large volume of opportunities and shift culture to help entrepreneurial activities across the Yale for the benefit of society at large, the inventors themselves, and Yale. The result will bring extensive interactions with companies and venture investors who see Yale as a major contributor to the region's entrepreneurial culture and economic development.

TSAI CENTER FOR INNOTATIVE THINKING AT YALE

Launched in 2017, the Tsai Center for Innovative Thinking at Yale (Tsai CITY) provides programs and resources with the mission to inspire students from diverse backgrounds and disciplines to seek innovative ways to solve real-world problems. Tsai CITY serves students from across Yale's campus through programs, funding, and mentoring while building an innovation center rooted in inclusivity. Tsai CITY works to foster four core outcomes for Yale and its students through interdisciplinary collaboration, inclusivity across all dimensions of diversity, skills and practices of effective action, and resilience.

THE SENIOR ASSOCIATE PROVOST FOR ENTREPRENEURSHIP AND INNOVATION

Reporting to the Vice Provost for Research, the Senior Associate Provost for Entrepreneurship and Innovation will actively and strategically enhance the societal impact of intellectual property developed by researchers at Yale and develop key innovative partnerships both internally and externally to benefit Yale and its key constituencies. In this role, the SAP will be responsible for: operations to train and support researchers in advancing their innovations and collaborations with investors and corporate partners; and will also be responsible for working closely and collaboratively with faculty and administrative leadership at the university to strengthen a campus-wide community of faculty and student entrepreneurship and innovation. The SAP will recognize the existing strengths of the office while identifying areas for capacity building, programmatic expansion, and conduits for creating beneficial partnerships with the robust innovation ecosystem of Yale. The SAP holds responsibility for the office in licensing Yale's intellectual property in establishing and maintaining good working and strategic relationships with industry as well as Yale's researchers. The SAP works collaboratively with the Office of the General Counsel, Office of Development (specifically the Office of Corporate and Foundation Relations), Office of Procurement, Office of Research Compliance, and the Office of Sponsored Research. This individual will be charged with providing guidance and support for a broad array of Yale's activities including fostering innovation and entrepreneurship by faculty and research staff and educating those undertaking industrially sponsored research regarding their obligations to these sponsors. In partnership with established programs in the Yale School of Management and at Tsai CITY, the SAP will also work to support and expand student entrepreneurship and innovation and in turn further broaden institutional impact.

The SAP will have oversight of more than 30 staff, with 20 in the areas of business development, new ventures, and operations and another 12 in Tsai CITY with four direct reports including the Executive Director of Business Development, the Director of New Ventures and the Blavatnik Fund for Innovation, the Executive Director of Faculty Entrepreneurship & Venture Development, and the Director of Finance and Operations. The SAP will also have oversight over Tsai CITY, its Executive Director and more than 10 talented staff, as well as staff in the provost's office dedicated to the support of corporate engagement. The SAP will work alongside associate and assistant provosts to advance, broaden and improve Yale's impact in entrepreneurship and innovation, while advocating for resources and support while communicating its importance and impact to a broad audience while establishing a more coordinated structure in support of entrepreneurship and innovation.

OPPORTUNITIES AND CHALLENGES FOR THE SENIOR ASSOCIATE PROVOST FOR ENTREPRENEURSHIP AND INNOVATION

Expand IP activity across disciplines and industry sectors

The life sciences and biotechnology industries are central players in Yale's current portfolio of technology transfer activities. Pursuing strategic diversification of the portfolio, with a particular eye towards support of the engineering and basic sciences areas of growth, will be an important task for the new SAP. The SAP will leverage the entrepreneurial ecosystem of Yale, partner with the entrepreneurship programs across Yale, and explore new ways to foster innovation through such ideas as "incubator" and "accelerator" programs as well as an advisory board.

Recruit and retain talented staff and work to support their needs in effectively managing increased demands

The growth of Yale's research portfolio and focus on the sciences in the next few years will put increasing pressure on OCR staff to quickly and skillfully field requests, manage license portfolios, and advise and process patent and other IP requests from Yale's investigators across many fields. The SAP will recognize the needs of OCR staff in their continued service to Yale and work to support them at all levels, through the structuring of career pathways, professional development opportunities, and ongoing mentorship and advising. Furthermore, the SAP will anticipate future growth and will continue to recruit talented staff to the office's ranks while making every effort to retain existing talent, many of whom have built longstanding and valuable connections with key investigators at Yale and beneficial relations externally.

Champion the critical work and services of the Office of Cooperative Research throughout the academic units, developing robust and productive relationships with academic entrepreneurs on campus

The SAP will be a visible and vocal presence across Yale in the promotion of OCR to key current and future partners. The SAP will work to chart a future path for OCR and promote its serves and values to the Yale community. Investigators in academic units who aim to translate their research into economically impactful partnerships ensuring faculty are well supported and view OCR as a resource. Researchers and academic units will be better informed of the substantial offerings of OCR through the efforts of the SAP, including an effective communications and marketing strategy from the office as well as the development and implementation of a robust system of training for Yale faculty and student entrepreneurs. The SAP will work to provide guidance on all aspects of technology licensing and industrial contracts activities and offerings and provide insight on the changing landscape of industry and philanthropic funding partners. By fostering a better understanding of the systems, processes, and potential of the office to promote their scholarship and translate their achievements, the SAP will facilitate more efficient interactions between scholars and OCR.

Foster and embed a culture of innovation and entrepreneurship across Yale and New Haven innovative ecosystem

The Blavatnik Fund for Innovation and Tsai CITY work to support the entrepreneurial and innovative pipeline for faculty and students through programs and resources. The SAP will work across both programs to leverage on the current expertise and expand the opportunities through training efforts and building connections across the university. The SAP will help develop a roadmap and support curriculum

development for entrepreneurial activity, building connections and communication to support the innovative ecosystem. Externally, along with Arvinas, a major university biotech spinoff company, and BioLabs, a life science incubator for startups, Yale will be a tenant at 101 College Street – a key project in New Haven’s effort to become a national hub for life science industry. Yale’s biotech incubator will support the city’s burgeoning community of tech and biotech start-ups and the SAP will be the interface with the new incubator and work to support the vision of creating a vibrant research and innovation hub across the region.

Continue to build the infrastructure of the office in anticipation of the strong future growth of Yale’s research portfolio and its transformative potential

The SAP will be the chief advocate for entrepreneurship and innovation with the Vice Provost for Research, upper administration, and supporting offices within academic units, for sufficient resources and opportunities for programmatic and functional growth. As Yale’s research output continues to climb, and as more and more scholars enter the innovation ecosystem of Yale, resourcing the office will become ever more critical to fulfilling the goals of Yale’s to transform its communities, the nation, and the world through translational scholarship. The SAP will advance a compelling, data driven narrative for increased support for technology transfer and its mission to augment and enrich the generative work of Yale across disciplines and communities, with appropriate support and willing collaborators throughout the academic units.

PERSONAL AND PROFESSIONAL QUALIFICATIONS

The ideal candidate should have a record of strong vision and leadership and a deep understanding of technology transfer and building internal and external partnerships. This individual should have leadership experience involving innovation, technology transfer and/or the licensing of intellectual property preferably with university partners or in a similar context. They should have a strong understanding of evolving issues related to intellectual property, patenting, and venture capital, as well as research across industry and academia. The candidate will bring experience with new venture start-ups, raising venture capital, and cultivating corporate partners and investors for seed and venture-stage collaborations and deals. Furthermore, they should have a strong track record in the recruitment, development, and retention of teams of business and/or university intellectual property professionals, as well as in creating strong collaborations among multiple partners within and outside an organization, and a strong commitment to diversity and inclusion. The SAP should have a track record of working with researchers and prospective business/venture partners and building pro-active, results-oriented teams. While no single candidate may have all the ideal qualifications, the committee seeks candidates with the following qualifications and abilities:

- Experience in university innovation ecosystems with complex, often distinct, and sometimes integrated faculty and student entrepreneurship goals and priorities;
- Ability to cultivate partnerships across a large institution, working with faculty, staff, and other researchers across a wide spectrum of research disciplines;
- Highly developed interpersonal and collaborative skills, including the ability to work closely on teams of senior stakeholders within the university and to interface with numerous internal and external stakeholders;
- A strong customer-service orientation toward the needs of faculty and student inventors, entrepreneurs and external research partners;

- Demonstrated experience in developing and managing a broad intellectual property portfolio that includes numerous agreements with multiple external organizations;
- Proven capacity to design and negotiate complex research-based alliances between external funders and universities;
- Vision and tact to set priorities, to make difficult and controversial decisions
- Demonstrated track record in fostering diversity and inclusion in a team environment;
- Ability to delegate, motivate, collaborate, and support the abilities of others;
- Business acumen and risk taking;
- Highly creative and innovative thinker;
- An active, energetic, and well-organized mind, with a sense of humor and collegiality;
- An appreciation of the culture and history of a large research university, and Yale in particular;
- Bachelor's Degree required and an advanced degree in a science, engineering, or technology area, business, or law preferred.

TO APPLY

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

Becca Kennedy, Partner
Karen McPhedran, Senior Associate
Isaacson, Miller

www.imsearch.com/search-detail/S8-169

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.