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POSITION AND CANDIDATE SPECIFICATION

**THE SMITHSONIAN INSTITUTION
UNDER SECRETARY FOR SCIENCE**

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POSITION SPECIFICATION

Client Organization

The Smithsonian: The Smithsonian Institution was established as an independent trust instrumentality of the United States by an Act of Congress in 1846 with a clear mission: the increase and diffusion of knowledge.

The Smithsonian currently employs approximately 6,200 federal civil service and trust-funded staff members, supplemented by over 6,000 volunteers, interns, fellows, and visiting scientists annually. With 19 museums, 9 scientific research facilities, and a zoological park, the Smithsonian has national and international impact in science, history, art, and culture. The Smithsonian is a recipient of federal appropriations, a recipient of grants and gifts from government and private foundations, corporations, and individuals, and a generator of revenue from ancillary activities (i.e., museum shops, licensing, etc.). The Institution also has an endowment which provides revenue sources. Certain revenues, such as gifts, grants, and contracts, have restricted uses, including the support of research or scientific activities.

The Smithsonian hosts 25 million visitors annually in its public facilities, plus another 180 million web visitors, has 93% name recognition, and generates more than \$170 million in business revenues. Admission is free for the vast majority of Smithsonian venues, so those revenues flow from business activities, membership programs, and media enterprises.

Smithsonian science: Smithsonian science is engaged in research and discovery focused on the origin and nature of the universe, the formation and evolution of the Earth and similar planets, the discovery and understanding of the evolution of life and biological diversity, and the study of human diversity and cultural change. The mission is to use the Smithsonian's unique, publicly accessible collections, research facilities, and staff to inform, educate, and inspire a diverse public. The vision for Smithsonian science is to increase scientific knowledge and improve society's scientific literacy by inspiring the public to understand how scientists learn about the world and how science affects people's lives.

Throughout its history, the Smithsonian has set a precedent for endowed foundations that have supported scientific research as a primary goal – rather than as secondary to other missions. One of the greatest strengths of Smithsonian science is its ability to pursue a long-term, synthetic, big-picture perspective on scientific issues, such as the origin of the universe, the effects of globalization on the environment, human ecology, etc. Smithsonian science is capable of concentrating resources on many of these profound questions in the form of scientists, curators, educators, museums, and research facilities.

The Smithsonian Astrophysical Observatory is the largest and broadest astrophysical research institute in the United States, and the Smithsonian Tropical Research Institute is

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the world's premier tropical research facility. The National Museum of Natural History, with its irreplaceable collections, conducts high-impact research on the history and current status of the planet in the biological, physical, and human sciences. The National Zoological Park maintains diverse live collections for exhibit and captive breeding and conducts internationally recognized research in conservation biology. At the National Air and Space Museum, scientists perform original research and outreach activities on planetary science, terrestrial geophysics, and the remote sensing of environmental change. Utilizing a unique site on the Chesapeake Bay, the nation's largest estuary, scientists at the Smithsonian Environmental Research Center have led groundbreaking studies in the ecological dynamics between land and sea. Additionally, the two museums and the zoo are among the most visited venues in the nation and present unique opportunities to disseminate scientific knowledge. Science organizations also provide Institution-wide services such as conservation, libraries, and fellowships and outreach to external stakeholders on science education.

In total, the science organization has over 1,800 employees, supplemented by thousands of visiting scientists, interns, and students annually, with a budget of over \$300 million (excluding central administrative services).

For more information about Smithsonian science, we recommend viewing the science strategic plan at: http://www.si.edu/research/sci_strat_plan.pdf

Why serve the Smithsonian Institution:

- The opportunity to work with a truly unique research and educational organization and an impressive, diverse group of people, as part of the leadership team;
- A high standard of business ethics and true sense of dedication to the Institution's mission and its clients;
- A fast-moving, dynamic work environment with a respectful, collaborative, and supportive culture;
- An energizing and challenging workplace with opportunities that come from dealing with a wide variety of scientific, research, and management issues and interaction with constituencies from both public and private enterprises;
- An excellent position for a creative, multi-disciplinary thinker in the science field, overseeing research and science museums;
- The opportunity to work with intelligent, interesting, and engaged stakeholders; and,
- The chance to serve and lead a large, relevant, internationally known science organization with mission work in scientific fields from astronomy to zoology.

Position Summary

The Under Secretary for Science at the Smithsonian Institution serves as the principal

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advisor to the Secretary on all matters of science and science-related policies, programs, and activities of the Institution. He/she provides executive leadership and direction to the central planning, coordination, and oversight of the museum and programmatic operations under his/her purview. He/she supports and implements the Secretary's strategic plans, policies, and goals and supports the fund-raising and revenue generating activities of all science units.

Organizational Structure and Governance

This position is one of eight direct reports to the Secretary of the Smithsonian, G. Wayne Clough. The other direct reports include two other Under Secretary positions (Finance/Administration and History/Art/Culture); the President of Smithsonian Enterprises; the General Counsel; and Directors of External Affairs, Communications, and Equal Employment. The Secretary is the Chief Executive Officer of the Smithsonian, and reports to the Board of Regents. Congress has vested responsibility for the administration of the Smithsonian in the Board, which has governance responsibilities for the Smithsonian.

Reports to: Secretary of the Smithsonian

Direct Reports: National Air and Space Museum
National Museum of Natural History
National Zoological Park
Smithsonian Astrophysical Observatory
Smithsonian Tropical Research Institute
Smithsonian Environmental Research Center
Smithsonian Institution Libraries
Museum Conservation Institute
National Science Resources Center
Office of Fellowships
Office of the Under Secretary for Science

Other key Relationships: Board of Regents

Scientific Community
National Science and Technology Council
Visitors
Institutional Partners
Department of the Interior

Responsibilities and Challenges

The goals and key challenges for the next Under Secretary for Science include the following:

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- Increasing the collaboration among Smithsonian research activities and public outreach activities in multidisciplinary scientific areas such as climate change, biodiversity, forest monitoring and human ecology;
- Finding creative and innovative means to enhance revenue by:
 - Advancing the need internally and externally for building a solid infrastructure for Smithsonian science – including staff, facilities, instrumentation, and other needs;
 - Publicizing the scientific side of the Smithsonian to attract the attention of visitors, donors, and appropriators;
- Managing a mix of activities with differing functions, from museums to research institutes to administrative functions;
- Updating and revising the Science Strategic Plan for the Smithsonian, and ensuring the role of science in the Institution's new overall strategic plan;
- Increasing collaboration with the research and scholarly studies conducted by other Smithsonian units outside the science organization;
- Maintaining the academic and intellectual freedom critical to the creative process while also increasing the quality and productivity of Smithsonian science; and,
- Ensuring that SI central policy and support functions (i.e., budget/finance, collections management, human resources, government/public affairs) understand and appreciate science programs and how that work is critical to the success of the Institution.

The primary responsibilities of the Under Secretary for Science include the following:

- Effectively pursuing the scientific and management goals agreed to with the Secretary and the Board of Regents for those organizations under his/her purview, including a commitment to diversity;
- Managing all units in the science organization, including museums, the national zoo, research institutes, and science-related administrative units;
- Overseeing central planning and development of science operations, including areas such as research, exhibits, collections management, educational outreach, resource management, and public and private sector fundraising;
- Overseeing the planning, development, and management of scientific research programs and joint activities with other public and private institutions;
- Establishing standards of quality for programs in the science organization, coordinating where appropriate with the other Under Secretaries;
- Serving as a principal liaison between the Smithsonian Institution and governmental and non-governmental scientific organizations, both domestic and international, and representing the Institution in dealing with commissions, advisory boards, federal

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agencies, foreign governments, and private and professional organizations on matters of science, fostering cooperative programs and promoting the Institution's programs;

- Assisting the Secretary and the Office of Development, as well as the unit directors, in raising funds for the Smithsonian;
- Serving as a key member of the Secretary's management team, working with other Under Secretaries and their equivalents to coordinate pan-Institutional policies;
- Advocating for science in the development of programmatic and management policies that will impact the Institution's scientific activities: and,
- Recommending to the Secretary, in conjunction with other Under Secretaries, trust and federal budget allocations in support of programmatic activities of the Institution and authorizing the allocation of resources among subordinate organizations.

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CANDIDATE SPECIFICATION: KEY SELECTION CRITERIA

Ideal Experience

The Under Secretary for Science at the Smithsonian Institution will have an exceptional scientific background, preferably in a scientific discipline in which the Smithsonian is involved, and credibility in the scientific community. The successful candidate will have had experience leading a multi-disciplinary, complex scientific organization or a significant science department/division within a larger entity. In addition, he/she will ideally have the following experience, qualifications, and skills:

- Experience working with a variety of stakeholders (examples may be Congress, OMB, governing Boards, media, donors, the national and international scientific community, and the public) in order to build strong, lasting relationships;
- Skill in serving as part of a management team of a complex organization and ability to promote the goals of the science organization internally as well as externally;
- Keen management and communication skills in order to work constructively with people at all levels of the Institution, make and defend tough decisions, and work with ambiguity and limited resources;
- Creative problem-solving skills grounded in a familiarity with federally-funded science policies and not-for-profit operations;
- Strong fundraising skills complemented by the ability to develop other revenue enhancing activities; and,
- Possession of energy, integrity, initiative, independent judgment, intellectual curiosity, and other qualities needed to shape and achieve Smithsonian science goals.

Critical Competencies for Success

Scientific Leadership: Working in collaboration with the Institution's scientists, create a shared vision for science within the Smithsonian and for the Smithsonian's role within the larger scientific community. Understand the Institution's assets and distinctive capabilities and develop an intellectually coherent and articulate perspective that will attract funding, talent, and institutional partners. Identify broad-based initiatives in which the Smithsonian can serve as a convener and leader.

Influence Management: Operating within a complex bureaucracy, facilitate the creation and execution of workable agendas and serve as an interface between the various museums and centers and "The Castle" (i.e., central administration). Utilize strong listening, negotiation, and communication skills to resolve impasses and remove roadblocks as they arise. Build relationships within the Smithsonian and among key stakeholders and create the conditions that will allow the unit directors to be successful and operate efficiently.

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Profile Raising: Serve as the external face of science at the Smithsonian, inspiring confidence in its capabilities and building its profile as a distinctive national asset and source of essential scientific research among key stakeholders. Advocate for science in general and the Smithsonian in particular with policy makers and others and play a role in influencing national science policy. Look for opportunities to collaborate and cooperate with other scientific institutions, leverage resources, and create a distinctive profile for the Smithsonian within the national scientific community.