Position and Candidate Specification

Museum of Science

President

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As science and technology continue to shape and re-shape our lives, the Museum of Science, Boston, is transforming to meet challenges and expand opportunities. Among the world’s largest science centers, and New England’s most attended cultural institution, the Museum of Science engages more than 1.5 million visitors a year in Boston through science, technology, engineering, and math (STEM) interactive exhibits and programs. Nearly an additional 2 million people experience the Museum annually through touring exhibitions, traveling programs, planetarium productions and preK-8 curricula through the William and Charlotte Bloomberg Science Education Center. Many look to the Museum as the leader in best practices of informal and formal STEM education and universal design.

Located at the center of Boston’s innovation hub and surrounded by high tech companies, cutting edge research organizations, and world-renowned universities and health care institutions, the Museum is uniquely positioned to create experiences for all ages to imagine a better world and to inspire people to explore and develop their interests. It offers programs and exhibits addressing science and technology that invite, engage, excite, and empower all generations to ask questions, imagine what’s possible, and design solutions to shape the future.

The Museum tells stories about the natural and designed worlds that focus on the important connections, sustainability and interdependencies of these worlds and engages minds young and old in exploration and discovery through an extraordinary variety of well-known permanent and traveling exhibits. The Museum is also the home of iconic experiences like the Thomson Theater of Electricity (the world’s largest air-insulated Van de Graaff lightning generator), the Charles Hayden Planetarium, and the Mugar Omni Theater. The Museum has reached tens of millions more through award-winning traveling exhibits such as The Science Behind Pixar and Star Wars: Where Science Meets Imagination, as well as the world’s leading preK-8 engineering curricula Engineering is Elementary.

The Museum of Science is in a transformative moment in its nearly 200 year history. The Museum has enjoyed years of success and change and has built a foundation of excellence in informal and formal science education for every age and learning style. Having recently completed its first ever Comprehensive Capital Campaign raising well over $280 million dollars, the Museum is currently in an exciting new phase of growth and development. In 2015, the Board approved the Museum’s Long Range Plan, which lays out a very ambitious set of directions for the next decade that will: Optimize the visitor experience; Broaden participation across the lifespan; Expand the Museum’s reach locally, nationally and internationally; Leverage the Museum’s position as the leader in preK-8 engineering and computer science curricula; and Secure the Museum’s financial future. The Museum is in the third year of this exciting Long Range Plan and achieving tremendous results, including a $50 million gift from Bloomberg Philanthropies. More recently, the Museum has developed a ten-year Master Plan for its largest exhibit hall, the Blue Wing. This ambitious plan includes physical transformations to the iconic space inside and out, as well as a re-imagination of every exhibit and theater space within its three floors. The first two major exhibits, Arctic Adventure and Engineering Design Workshop, are in the final design phases and will open in the fall of 2020.
FINANCIAL AND OPERATIONAL HIGHLIGHTS
Each year the Museum of Science welcomes 1.5 million children, teenagers, adults, students, teachers, and tourists through hands-on, engaging experiences in the 7-acre, 446,000 SF living classroom at Science Park. The Museum also receives earned income from curriculum distribution, professional development, traveling exhibit rental income, as well as event & conference services, café, parking, and store revenues. The $62 million annual operating budget represents not only income from earned revenue but also annual and multi-year corporate, foundation, government, and individual support. The Museum continues to build on its strong philanthropic base as well as developing the next generation of leaders and donors to increase fundraising and grow its $166 million endowment. The Museum of Science employs more than 370 full-time staff, along with 305 part-time and seasonal staff, from a wide variety of disciplines. More than 470 volunteers contribute over 41,000 hours to the Museum’s mission each year.

For more information on the Museum of Science, please visit http://www.mos.org/
Reporting to the Board of Trustees, the Museum of Science’s next President will be a bold, visionary leader who will embrace the opportunity to impact the lives of people and communities through the leadership of one of the nation’s preeminent science museums. The President will be energized by the ability to inspire and engage visitors of all ages and backgrounds, to develop innovative programs and exhibitions, and to continue to build the Museum’s leadership in STEM education. Just as the Museum physically bridges Boston and Cambridge, the President will be a bridge builder and will seek to extend the reach beyond the building through partnerships, exhibitions, educational initiatives, and programs. An inspired, empathetic leader, the President, in collaboration with the Board and senior leadership team, will possess the strategic acumen required to chart a course for the future in a changing and dynamic external environment and the operational skill and ability to oversee successful execution of short and long term goals. The President serves as the public face of the Museum and will be a strong relationship builder, a compelling speaker and writer, and an effective fundraiser.

**KEY RESPONSIBILITIES**

- **Strategic Vision** – In a partnership with senior staff and the Board, bring a transformative and creative vision to the existing strategic plan that will continue the success of the visitor experience, education and outreach programs, and increase the impact of the Museum--locally, nationally and globally.

- **Organizational Leadership** – Build and nurture a high performing leadership team that values collaboration, transparency and innovation. Engage authentically and provide inspired leadership to the broader staff, Board, and community of volunteers.

- **External Engagement** – Represent the Museum and build partnerships across multiple stakeholder communities including, but not limited to, other STEM institutions, educational, cultural, and community organizations, regional businesses, the citizens and leaders of the City of Boston, the Commonwealth of Massachusetts and beyond.

- **Operational Results** – Meet the operational metrics of success (visitor experience, STEM educational programming, initiatives, and outcomes, curricular reach and impact, etc.) and pursue opportunities to drive greater efficiencies within the organization.

- **Financial Stewardship** – Ensure the long-term financial viability of the Museum, which is based on a combination of earned revenue, contributions and research grants, through the following:
  - Strengthening fundraising efforts with individuals, foundations, government, private sector
  - Increasing the size of the endowment
  - Continuing to leverage and engage the Board
  - Diversifying and strengthening earned revenue streams
IDEAL EXPERIENCE

The next President of the Museum of Science will have demonstrated many of the following:

Organizational Leadership
Provided visionary and executive leadership to build an organization’s platform, raised its profile and elevated its impact.

Operational Management
Successfully run a complex organization of sizable scale and complexity, with multiple revenue sources. Exhibited strong financial and operational acumen. Built and motivated a strong, unified team that values partnership and welcomes a range of voices.

External Stakeholder Engagement
Served as the ambassador for an organization with broad awareness and a wide range of audiences, ideally including public officials, university, business and community leaders.

Inspiring Communication
Proven strong communication skills and the ability to inspire people and to develop momentum for important initiatives.

Board Savvy
Either reported to or interacted very substantively with a Board of Directors.

Mission-Driven
Demonstrated an abiding passion for and commitment to STEM and an appreciation for science-based solutions that engage ALL learners, particularly those who are underrepresented in STEM.

Proven Fundraiser
Raised financial support from individual and institutional donors, adapting successfully to a changing philanthropic landscape.

CRITICAL LEADERSHIP CAPABILITIES

Strategic Vision/Leadership
A bold, visionary museum needs a bold and visionary leader. With the increasing importance of science in every aspect of our lives, the aspirations of the Museum of Science have become more audacious. The current strategic plan aspires to re-imagine the science center of the 21st century and become the “leading science center worldwide in expanding the public’s access to, understanding of, and critical thinking around engineering, technology, and the sciences. The next President will bring a sense of urgency, courage and imagination in shaping and realizing this ambitious challenge. With deep, abiding commitment to access and
inclusivity, the President will pursue opportunities to make the Museum welcoming to all the communities of the Commonwealth of Massachusetts and throughout the region. The leader will develop and execute an aspirational and achievable plan to fulfill this vision of an even more innovative and impactful institution.

**Collaborating, Partnership and Profile Raising**

With a talented team, bold-thinking Board, and engaged community, the President enters an eco-system that values and thrives on collaboration and partnership. The next leader will embrace the opportunity to develop strong relationships within and beyond the museum walls. Internally, the President will inspire collaboration and partnership, communicate effectively, and strengthen a culture where teamwork is prized and rewarded. Externally, the President will build partnerships, relationships, and joint efforts with the most impactful scientific, educational, and community leaders. Known as a good listener, compelling speaker, and creative thinker, the President will connect with all stakeholders, spending time to understand their perspectives, and to communicate the Museum’s goals. An inspiring speaker who will captivate audiences large and small, the President will build excitement and support for the vision of the Museum.

**Organizational Leadership**

While the Museum boasts a healthy balance sheet, robust attendance, generous donors, and an exceptional team, the institution is in a perpetual state of evolution with demands and aspirations that stretch its resources. The next President will bring strong executive skills, a strategic mindset, a high level of integrity, and clearly-honed business acumen. With a penchant for boldness and an entrepreneurial spirit, the President will set ambitious plans and match resources with the articulated goals. Valuing transparency and collaboration, he/she will consult broadly, welcome debate, and then make the critical decisions. The President will mentor and support a strong administrative team, create a culture that attracts talented, diverse staff and volunteers; set clear expectations and hold people accountable for performance. The President will embrace the opportunity to develop a strong partnership with the Board of Trustees and the Board of Overseers.

**SEARCH PROCESS**

The Museum of Science is being assisted in this process by Spencer Stuart, and welcomes comments, questions, nominations or expressions of interest. To submit comments, nominations or expressions of interest, please send an e-mail with any supporting materials to the confidential address: MOSPresident@spencerstuart.com.

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