

LEADERSHIP PROFILE



Director of Organizational Effectiveness **Union of Concerned Scientists** Cambridge, MA

“The last three years have often felt like an all-out assault on science, facts and reason at a time when we are facing huge challenges from climate change to global security, and to the very foundation of our democracy. While the stakes are high, our supporters and staff are energized. I am confident that we can continue to make progress and that our most important accomplishments lie ahead.” --Ken Kimmell, UCS President

A COMPELLING OPPORTUNITY



Union of Concerned Scientists (UCS) combines rigorous science and effective advocacy to address our planet’s most pressing problems. In the current political climate— where science, facts, evidence and expertise are regularly under attack—UCS is a driving and thriving nonpartisan force for progress.

UCS sounds the alarm, develops innovative solutions and mobilizes scientists and nonscientists to advocate for the fundamental role of science in democratic decision making and to tackle climate change, the risk of nuclear war and the need for sustainable energy, agriculture and transportation. UCS contributes not only scientific and technical analysis to these efforts, but leverages our half million supporters, 26,000 members of our Science Network and more than one thousand organizational partners to solve critical problems, combat deception and disinformation and head off or reverse dangerous policies.

This is a time of growth, momentum, and transformation at UCS. As UCS has stepped up to address a growing set of issues over the last two decades, its staff size and budget have increased four-



fold, with a significant ramp up of annual revenue from \$30 to \$40 million over the past three years. With four offices and nearly 250 staff, management and the organizational structure are challenged to keep pace with rapid growth.



To help manage growth and change, UCS is adding a new senior management position. The Director of Organizational Effectiveness joins the Management Team with a bold, exciting mandate: to enhance UCS effectiveness, capacity, and results.

The Director will:

- Analyze organizational frameworks, approaches, and measures of success with the goal of better equipping UCS to be more innovative, proactive and effective in taking on big challenges as they arise -- today and in the future.
- Lead and manage any organizational changes that result from these adaptations.
- Infuse UCS's campaign-based racial equity work with a cohesive organizational vision, and deploy and evolve best practices for both internal and external approaches to support this work.
- Lead strategic planning and annual campaign planning processes.

MANDATE FOR THE DIRECTOR

The Director of Organizational Effectiveness will be a big-picture, strategic leader grounded in organizational development, with proven experience integrating a racial equity lens in programmatic and internal contexts. The Director will have relevant experience and accomplishments as well as authentic passion for UCS' mission and work.

The Director will report to Executive Director Kathleen Rest and serve on the UCS Management Team as well as the broader Leadership Team.

The Director will:

1. **Lead organizational development efforts.** The Director will develop and engage colleagues in a vision for internal structures and processes that enhance UCS capacities, adaptability and effectiveness. The Director will be a good listener and trusted leader of ideas, relationships, organizational change and results. The Director will be a valued partner on the Management Team and across the organization, and will foster open communication, innovation, collaboration, new systems, structures and productive ways of working.

2. **Make racial equity a central UCS strength.** The Director will have led integration of a racial equity lens into programs with external impact, as well as internally. UCS began work to build racial equity into its mission-based work more than a decade ago. This work has taken root within the organization, but there is much left to do and improve. The Director will strategically advance the streams of effort and alliances needed to make racial equity a strong focus within UCS campaigns and programs, and across the organization.

Building on current efforts, UCS aspires to become a best-practice organization for programmatic and internal equity and inclusion. The Director will strengthen and broaden commitment, develop a framework that makes racial equity an organic element of programs and the culture, and lead achievement of goals and milestones.

3. **Lead strategic planning and assessment.** The Director will have proven analytic, consensus-building and strategic planning abilities and depth in complex data and budgeting. In ways that are creative, engaging and efficient, the Director will lead annual and longer-term planning for the organization, and will be a thought partner for program directors and campaign managers. One result of improved planning will be greater UCS ability to set goals, milestones and metrics – and for all programs to demonstrate progress.



4. **Make UCS more agile and adaptive.** The Director will have expertise analyzing work systems, flows, processes and structures, and will help UCS evolve enhanced internal structures and ways of working. As urgent issues arise, the organization will be able to take on new challenges while maintaining momentum on ongoing initiatives. The Director will be insightful about ways UCS can efficiently leverage synergies within and across sectors of work.
5. **Foster an energized, cohesive and internally communicative culture.** The Director will be a seasoned leader and proactive communicator who promotes trust, inclusion, respect, transparency and openness. The Director will be an exceptional communicator who is naturally trustworthy and collaborative. The Director will be a sought-after discussion partner and convener who helps build a greater sense of UCS cohesion, team spirit and passion.

EXPERTISE AND PERSONAL CHARACTERISTICS



UCS is nonpartisan and a progressive, savvy and action-oriented organization. The ideal candidate is an experienced organizational development leader in contexts where racial equity, adaptability and accountability are prized. Exposure to issue campaigns, advocacy, science and/or activism is desirable, as is experience in ambitious, high-growth organizations.

The ideal Director has an advanced management degree with a focus on leadership, administration, or organizational change and development, as well as experience advancing racial equity within campaigns and across an organization.

Assets being sought include:

- Authenticity, openness and trustworthiness.
- Superb people skills and high emotional intelligence, listening and relationship skills; someone colleagues enjoy working with.
- Outstanding written and verbal communication abilities.
- Leadership skills and confidence, combined with humility and mission focus.
- A combination of vision, analytical skills, action orientation and tenacity.
- Ability to engage, persuade and influence.
- Project management, time management and organizational skills.
- Experience with budgeting, finance and setting up accountability systems (key performance indicators or other metrics).
- An entrepreneurial, innovative streak.
- Ability to be both self-motivated and highly engaged with others.
- Matrix management and team leadership skills.
- A mindset of growth and continuous improvement.
- Resourcefulness, flexibility and resiliency.
- Ability to maintain a high standard of confidentiality, discretion and judgement.
- Ability to contribute importantly to a positive work culture.
- A sense of humor.

THE ORGANIZATION



The Union of Concerned Scientists (UCS) is at the forefront of addressing the greatest threats to human survival: climate change and nuclear weapons. Founded 50 years ago by scientists at MIT, UCS combines science and advocacy to tackle the planet's most urgent problems, fostering solutions that impact countless lives, communities, policies and outcomes and shining a light on issues too often clouded by special interests. The organization is nonpartisan.

Primary current areas of focus are climate change, clean energy, clean transportation, food & agriculture, nuclear weapons and the role of science in our democracy.

UCS has grown significantly in recent years. The organization has a staff of nearly 250 and an annual budget of \$40 million. UCS mobilizes a cadre of members and supporters to advance issue campaigns and to support science-based decisionmaking. The influential UCS Science Network includes more than 26,000 scientists and technical experts across the nation, and UCS has over 500,000 members and 1,500 partners. Supporters include some of the nation's top scientists as well as everyday people who value evidence-based decisionmaking. Experts, partners and supporters are critical in driving local, state, and national efforts.

UCS weighs in on critical issues, such as: the climate drivers of hurricanes; economic and health impacts of vehicle electrification; the critical need to update the US power grid; reckless rhetoric from the administration that increases nuclear tensions; fossil fuel companies' disinformation; racism and inequities that expose lower-income communities and people of color to greater levels of pollution; sea-level rise threatening \$117B in property; and how censoring, ignoring and manipulating government science harms our communities and the future for our children



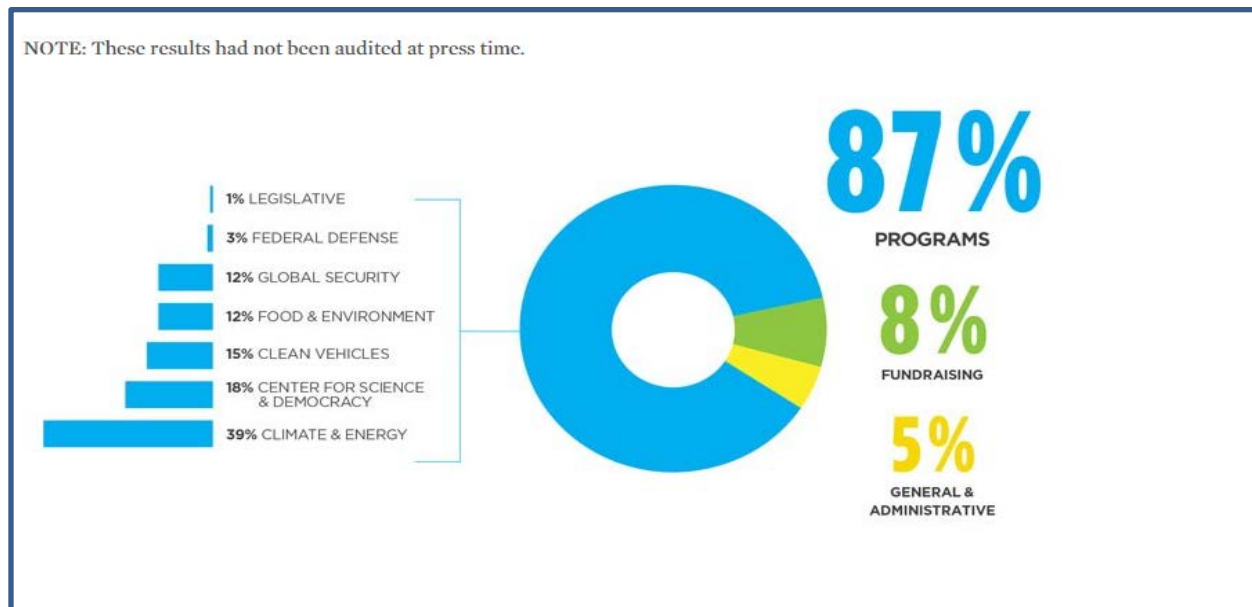
UCS has achieved many victories over five decades. Among 2019 accomplishments driven or influenced by UCS are:

- California's commitment to move toward 100% clean energy.
- Washington State's clean energy law committing to coal-free electricity by 2025 and carbon-free energy by 2045.
- Increased news coverage connecting heat waves, flooding, and other impacts to human-caused climate change. Most recently, UCS' "Killer Heat" analysis released in early July garnered national attention and coverage in states across the country.
- Maine's passage of a major renewable energy bill that ranks among the nation's most ambitious.
- The House of Representatives' vote to defund risky nuclear warheads.



UCS' annual budget has grown by double digits to \$40 million in recent years. The organization benefits from the generosity of more than 130,000 members and foundations, and over 70 percent of support comes from individual donors. UCS devotes 87 percent of all funding to program work. To ensure its independence, UCS does not accept government or corporate funding.

How UCS invests to address our most urgent problems



For more about the work and accomplishments of the Union of Concerned Scientists, go to www.ucsusa.org.

THE RELATIONSHIPS

The Director reports to the Executive Director, Kathleen Rest, and is part of the Management Team which includes the President, the Chief Development Officer, the Director of Communications and the Chief Administrative & Financial Officer.

The Director is also a member of the broader UCS Leadership Team, comprised of all program directors, department heads, and the Directors of Science & Policy and of Strategy and Policy.

THE LOCATION

UCS is headquartered in Cambridge, Massachusetts. The Director of Organizational Effectiveness can be based in Cambridge or in the UCS Washington, DC office.

The four UCS offices are in Cambridge, MA; Washington, DC; Oakland, CA; and Chicago, IL.



For potential consideration or to suggest a prospect, please email
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