



LEADERSHIP PROFILE

Chief Justice and Equity Officer (CJEO)

Office of Justice, Equity, Diversity, and Inclusion (JEDI)

Union of Concerned Scientists (UCS)

Cambridge, MA

"JEDI leadership, and the JEDI office, will advance justice, equity, diversity, and inclusion in UCS culture and work."

– Johanna Chao Kreilick, UCS President

A Compelling Opportunity

The [Union of Concerned Scientists](#) (UCS) is a leading science-based advocacy organization whose mission is to put rigorous, independent science to work to solve the planet's most pressing problems. UCS seeks to become an anti-racist organization, and to center justice, equity, diversity, and inclusion (JEDI) in its culture and work. UCS has created two new leadership positions, the Chief Justice and Equity Officer (CJEO) and the Director of Justice and Equity (Director), to develop the JEDI office as a central resource for advancing JEDI practices, coordinating and accelerating progress.

The Chief Justice and Equity Officer (CJEO) will launch the JEDI office and provide leadership and partnership for UCS-wide efforts. Reporting to UCS President [Johanna Chao Kreilick](#), the CJEO will establish a trusted, effective JEDI office and lead completion of a unified Racial Equity Plan and actions to infuse JEDI and environmental justice across UCS culture and work.

UCS is on an intentional JEDI journey. To accomplish its mission, UCS seeks to center just, equitable solutions. The organization is working to create a more inclusive workplace that welcomes, nurtures and values everyone's contributions; and is working to become an anti-racist organization, both internally and in its work. UCS advocates for just, equitable and science-based policies. The organization is expanding its relationships with partners to promote environmental justice and healthy, safe, sustainable communities.

The new JEDI office will become a focal point for knowledge-sharing and momentum, and will help coordinate, unify, and enhance UCS's internal and external equity and justice commitments. The JEDI office, partnering with other staff throughout the organization, will help define and implement measurable indicators for JEDI/ Environmental



Photo: Anthony Eyring/UCS

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Photo: Omari Spears/UCS

Justice (EJ) progress and embed these within organizational strategic plans, performance management and competency systems, and programming.

Systemic racism plagues our country, and UCS is not exempt. In a 2021 report on progress, [*Building the Road as We Travel*](#), UCS states that creating an anti-racist organization requires uprooting persistent bias and barriers, including micro-aggressions and other interpersonal behaviors, in workplace systems and structures. It requires actively promoting effective actions, norms, accountability and demonstrable progress in these areas.

Many formal and informal UCS staff groups have been actively engaged in advancing JEDI at UCS, including:

- The BIPOC affinity group (Black, Indigenous, and People of Color)
- The Black Caucus, an affinity group for Black-identifying employees
- White Ally & Accountability Groups for white-identifying employees to become better allies and hold one another accountable
- A JEDI Committee focused on staff education
- Multiple program and department-level JEDI working groups

Additionally, the UCS Board has chartered a JEDI Advisory Committee, comprised of board members, leadership team members, and self-nominated staff members.

UCS’s President, Board, and Executive Team have made JEDI a top priority. Internal JEDI training has included: implicit bias, structural vs individual racism, equity in science, and a roadmap for integrating equity into analytic and scientific work. A draft internal Racial Equity Plan, to be refined and finalized by the CJEO and the JEDI office, outlines a vision and pathways forward.

Creation of the Justice, Equity, Diversity, and Inclusion (JEDI) office is a milestone that is wholeheartedly embraced by the UCS Board and staff. Led by the Chief Justice and Equity Officer (CJEO), the JEDI office will be a central hub for JEDI coordination, momentum, goals, strategies, measurement, and evaluation. The JEDI office will proactively prioritize listening to understand the landscape of marginalized groups, while co-creating and instilling processes, systems, actions and metrics that advance diversity, equity, and inclusion (DEI) and environmental justice (EJ) outcomes.

Initially, the JEDI office will consist of the CJEO and the Director of Justice and Equity. The CJEO will participate in the hiring process for the Director, and will lead the development of the structure, policies and work processes for the JEDI office. The CJEO and the Director will contribute to organization-wide anti-racist progress, both internally (DEI) and externally (EJ). The CJEO will have primary lead on systemic internal transformation, and the Director will initially focus externally on UCS's largest program, Climate and Energy, and EJ. Lessons from this experience will be shared cross-organizationally.

The JEDI office will be a partner, resource, and amplifier of JEDI work, and for the JEDI groups and the staff. The office will work with the President, Executive and Leadership teams, the Board, and JEDI staff groups, to clarify desired impact and outcomes, to establish organization-wide goals, milestones and metrics, and to guide inclusive and transparent JEDI progress.



Photo: Anthony Eyring/UCS

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We use science to make
change happen.

Mandate for the Chief Justice and Equity Officer (CJEO)

The Chief Justice and Equity Officer will launch and lead the Justice, Equity, Diversity, and Inclusion (JEDI) office. The CJEO will report to the President and serve as a member of the Executive and Leadership teams, and as JEDI liaison to the Board. The CJEO will foster JEDI understanding, commitment, and transformation. The CJEO and JEDI office will help UCS adopt a new paradigm, in which science, advocacy, and anti-racism are integrated throughout UCS culture, campaigns, and partnerships.

The CJEO will bring experience leading successful JEDI change in complex organizational settings relevant to UCS. The CJEO will:

- 1. Launch and lead a trusted, effective JEDI office.** The CJEO will establish the Justice, Equity, Diversity, and Inclusion (JEDI) office as a valued center for learning and for evolving best practices and transformative change in systems, processes, and behaviors. The office will partner with the BIPOC, Black Caucus, White Ally & Accountability Groups, and other JEDI-engaged groups, leaders, staff, and Board members across the organization. The JEDI office will be a hub of expertise and knowledge exchange, coordination, and momentum. The office will model and impart clear expectations, accountability, and transparency.
- 2. Lead JEDI cohesion, plans, and processes.** Building on UCS JEDI progress and efforts to-date, the CJEO will foster shared definitions, visions, plans, and results. The CJEO will guide refinement and finalization of the draft Racial Equity Plan, and will develop and implement UCS JEDI strategies and norms. The CJEO will help clarify shared aspirations and expectations,

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and will foster deeper JEDI understanding and commitment across the organization.

3. Spur JEDI momentum, innovation, and implementation. The CJEO will help UCS infuse strong JEDI practices into important systems and processes including, but not limited to, performance management, program milestones, monitoring, and evaluation. The CJEO will foster a culture of innovation and learning in which bold initiatives are piloted, rolled out, evaluated, and evolved to accomplish ongoing progress and transparency. The CJEO will help achieve JEDI results that are measurable, perceived, and experienced internally across the organization and externally, eventually across all UCS programmatic work.

4. Be a trusted, valued advisor and resource. The CJEO will be an authentic, trustworthy expert able to help UCS navigate conflict to achieve breakthroughs and meaningful transformation. The CJEO will engage, listen to, and elevate people and ideas across UCS. The CJEO will be a sought-after partner, mentor, and advisor, and an accessible, frontline source of ideas and information for staff, senior leaders, and the Board.

5. Support environmental justice (EJ) progress. While the CJEO's primary focus is internal transformation, as head of the JEDI office the CJEO will support the Director in advancing equity and EJ efforts in UCS's external partnerships. The CJEO will help deepen UCS's ability to bring an anti-racist lens to existing or proposed legislation, policies, communications, and relationships and partnerships with public and private entities, donors and funders, the Science Network, and other stakeholders.

6. Help lead UCS into its aspirational future. The CJEO and JEDI office will help UCS develop an aspired future, in which JEDI principles

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As a workplace,
UCS will be fully inclusive
and equitable when
every employee feels,
“I belong here.”

are understood, centered, and authentically lived. The CJEO will help UCS become more inclusive across all differences, including race, ethnicity, abilities, generations, genders, sexual orientations, socioeconomic and regional backgrounds—a place where each individual feels “I belong here.”

Personal Assets and Abilities

The ideal candidate for CJEO has meaningful experience in leadership, racial justice and change management. The CJEO will have experience developing and fostering JEDI principles and capacities, with proven results, as well as passion for the mission and potential of UCS. The CJEO will have a record of advancing trust, fairness, and inclusion. Personal assets and abilities will include:

- A style that is authentic, approachable, humble, and self-confident
- Relationship-building, high emotional intelligence, and active listening skills—an inspiring, inclusive person who values all people and their ideas
- Strengths in vision, strategy, and innovation
- Skills in building consensus
- Ability to constructively and collaboratively engage in, and navigate, conflict
- Ability to clarify, communicate, and manage clear, realistic expectations
- A record of changing policies and systems to overcome marginalization
- Ability to create and balance short- and long-term progress



Photo: Preston Keres/USDA

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The Organization

The Union of Concerned Scientists (UCS) is the nation's leading science advocacy organization.

For over 50 years, UCS has leveraged rigorous, independent science to solve the planet's most pressing problems. Joining with people across the country, UCS combines technical analysis and effective advocacy to create innovative, practical solutions for a healthy, safe, and sustainable future. UCS works to prevent the worst impacts of climate change, to develop sustainable ways to feed, power and transport people, and to reduce the threat of nuclear war.

UCS's science-informed advocacy, campaigns and strategic partnerships have a profound impact on people's lives and communities, and on major policies, at the national, regional, and local levels. Half a million supporters and the nearly 25,000 members of its Science Network join with a wide range of organizational partners to solve critical problems, combat deception and disinformation, and head off or reverse dangerous policies.

UCS is on a journey to center justice, equity, diversity, and inclusion (JEDI) in its culture, science-based advocacy, and impact. Racism is an inescapable reality in the United States. As an organization that works for a healthy planet, and a just and safer world, UCS is committed to addressing the reality that health, justice, and safety are distributed unequally across racial lines. Creation of the JEDI office reflects UCS's determination to make ending these inequities an integral part of its mission and daily work. It is also an acknowledgement that UCS as an organization has not always lived up to JEDI ideals and is working to do better.

UCS's journey to becoming a diverse, equitable, and inclusive organization began a decade ago and greatly accelerated in 2020. At a time of tragic national events external to UCS, a staff



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member departed and wrote a public [letter](#) describing harms and barriers that they experienced as a Black staff member. UCS [committed](#), at a deeper and more comprehensive level, to becoming a more inclusive and anti-racist organization, and to investing the time and resources that such a commitment requires.

In [Building the Road as we Travel](#), UCS assessed its renewed racial equity journey at the one-year mark. The document is reflective and self-critical. The organization acknowledges failures, lessons learned, and the reality that becoming an inclusive and anti-racist organization is a demanding, important, incomplete, and ongoing journey.

The draft Racial Equity Plan, developed in spring 2021, is a starting point for discussion, modification, and finalization by the Chief Justice and Equity Officer, Executive Team, JEDI entities, and others.

The plan recognizes that becoming an anti-racist organization will require “not only uprooting persistent bias and barriers in our personal assumptions, interpersonal behaviors, workplace structures, and the fields and systems in which we work, but also actively promoting affirmative actions in these areas.”

Framework: A Guide to Achieving Our Vision

According to the draft Racial Equity Plan, UCS’s JEDI transformation will require attention to *six critical dimensions*: three areas of internal improvements within UCS (Team & Leadership, Culture, and Infrastructure) and three areas of improvements to UCS’s external environmental justice work (Science, Campaigns, and Partnerships & Stakeholders):



The Relationships

The Chief Justice and Equity Officer position will be based in Cambridge, MA or Washington, DC. The CJEO will report to the President, be part of the Executive and Leadership teams, and serve as Board Liaison on JEDI issues. The CJEO will work closely with internal and Board JEDI groups, the Chief People Officer, the Director of Organizational Effectiveness, the heads of the five UCS Program Areas, the Chief Development Officer, the Chief Communication Officer, other staff across the organization, and external stakeholders.



Photo: Julia Jordan/UCS

For potential consideration or to suggest a prospective candidate, please email

UCSCJEO@BoardWalkConsulting.com

or call **Kathy Bremer, Lysondra Somerville, or Diane Westmore** at 404-262-7392.

For the current status of this and other searches,
please visit **www.BoardWalkConsulting.com**.