



ORGANIZATIONAL & CANDIDATE PROFILE

FINAL (September 13, 2017)

OVERVIEW

The American Institute of Physics (AIP) is a 501(c)(3) not-for-profit membership corporation committed to the advancement, promotion of, and service to, the physical sciences for the benefit of humanity. AIP seeks an experienced association executive or executive-scientist to serve as its next CEO.

AIP is a financially healthy organization with an annual operating budget of approximately \$70 million and a staff of approximately 125 professionals headquartered in College Park, Maryland, on a 24-acre campus it freely owns with two of its ten Member Societies, and an additional 115 staff at AIP Publishing LLC based in Melville, NY. AIP owns AIP Publishing LLC, a separately managed, wholly-owned, disregarded, tax-exempt entity. AIP Publishing is a scholarly publisher in the physical and related sciences. AIP’s CEO is responsible for the AIP activities, but not for AIP Publishing.

Structured as a federation, AIP membership includes ten Member Societies focused on various disciplines within the physical sciences, and collectively represents more than 120,000 scientists, engineers, educators, and students.

AIP has achieved much in its distinguished history. It offers authoritative information, services, and expertise in physics education and student programs, science communication, government relations, career services for science and engineering professionals, statistical research in physics employment and education, industrial outreach, and archival programs concerning the history of physics and allied fields.

From 2013-2015, the AIP Board of Directors undertook vital restructuring efforts designed to improve governance, reduce potential conflicts of interest, meet the needs of its Member Societies, and enhance its ability to thrive in the future. The Board reduced the number of directors from 40 to 15. AIP also split off its publishing interests into a separately managed entity (AIP Publishing LLC) to alleviate any perceived conflicts of interest and to foster additional opportunities for innovation. In 2017, the Board conducted a national search for a new Board chair.

AIP is poised to accept new CEO leadership – a leader capable of helping to create a forward-looking direction and then moving briskly towards achieving that vision. Today, AIP has a committed Board and staff, a collective desire to embrace its leadership role in the physical sciences now and into the future, and the financial resources to do so.

Ideally, the new CEO will have experience working with scientists (particularly those working in the physical sciences) and leading a scientific organization of a similar type and scope. She or he will have

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knowledge of current trends and issues facing the physical sciences, and understand the federal legislative process and US public policy. She or he will be sufficiently entrepreneurial to identify, evaluate, and seize upon various ideas and opportunities to move AIP forward amidst a changing and challenging scientific environment. She or he will work with the Board of Directors to fulfill AIP's mission, support the Board of Directors, and lead staff in the execution of the Board-approved goals, all the while cultivating relationships with the individual Member Societies and external partners. The executive must be an excellent communicator and understand the needs of diverse and multidisciplinary audiences. She or he will have excellent strategic and operational skills. The executive will appreciate AIP's rich history and the outstanding scientific contributions and educational advances that its Member Society scientists have achieved through their research and work in their professional organizations. Specific qualifications and anticipated activities are specified elsewhere in this document.

This document provides critical information to those interested in learning more about AIP (www.aip.org). Jackie Eder-Van Hook, PhD, President, Transition Management Consulting, Inc. is conducting this search for AIP. Visit www.TransitionCEO.com/careers to apply for the position by Wednesday, October 25, 2017. Candidate materials (cover letter, resume, and salary range expectations) will be reviewed on a rolling basis. Candidates are strongly encouraged to submit their materials as soon as possible.

MISSION

AIP was founded in 1931 in response to funding problems in science brought on by the Great Depression. At the urging of the Chemical Foundation, which provided the initial funding, leaders of American physics-related societies formed a corporation for the “advancement and diffusion of knowledge of the science of physics and its application to human welfare.”

AIP's mission is as follows: “AIP advances, promotes, and serves the physical sciences for the benefit of humanity.” As a federation of physical science societies, or a “society of societies”, AIP offers programs, products, and services to:

1. Advance and distribute the knowledge of the physical sciences and its applications;
2. Enhance and cultivate the physical sciences disciplines;
3. Enable and foster collaborative efforts among stakeholders in the physical sciences; and,
4. Promote the physical sciences to the public, leaders, government officials, agencies, and the media.

AIP's major goals and core activities include:

- Supporting Member Societies to benefit the collective membership and the broader scientific community;
- Directing a robust publishing program, including the publication of the highly regarded, *Physics Today*;
- Advancing the physical sciences with reliable science news and information;
- Promoting science by advocating sound science policy to Congress and providing outreach to the public;
- Fostering connections and strengthening ties between science and industry;
- Preserving the past through archival collections, reaching out with AIP's History Programs, and digitizing collections on which future knowledge can be built;
- Tracking employment and education trends through more than six decades of statistical reporting; and,
- Cultivating tomorrow's physical scientists by supporting students and initiatives to shape and energize science education.

GOVERNANCE & STRUCTURE

Currently, AIP is governed by a 15-person Board of Directors, including a Board Chair, Treasurer, Corporate Secretary, CEO, 10 Member Society directors, and 2 At-Large directors. As AIP grows, the Board could reach a maximum size of 22 directors, including up to 4 At-Large directors.

After conducting a national Board chair search in 2017, AIP selected John Regazzi to serve as Board chair for a term of two years with the expectation of additional terms to follow. Currently Regazzi is the managing director of Akoya Capital, a private equity company, where he leads their Professional Information Services practice, and serves on the Board of Managers of AIP Publishing. Previously, he served as CEO of Elsevier Inc., the largest scientific, technical, and medical publisher in the world. Regazzi takes office in September replacing Interim Chair, David Surman. For more information see: <https://www.aip.org/news/2017/aip-names-information-systems-expert-john-regazzi-board-chair>.

Regazzi regards the partnership of the Board Chair and CEO as critical to the success of AIP. He envisions a complementary, collaborative, and trusting Board chair-CEO partnership as essential and built around a shared purpose, mutual commitment, and clearly defined goals for each. He sees the CEO as having a critical role in strategy development, planning, establishing metrics, and measuring progress. He expects that the CEO will build on areas of “overperformance” and address underperforming areas. For Regazzi, the ideal candidate also will have strong domain experience in physics as well as a background in association management, possessing tact and diplomacy, and be credible to the Member Societies.

The AIP Board meets four times a year, including an annual planning session. The standing committees of the Board include the Audit Committee, Compensation Committee, Finance Committee, Membership Committee, Nominating and Governance Committee, and Corporate Strategy Committee; in addition, there is a standing Investment Advisory Committee and a Public Policy Advisory Committee. AIP convenes special advisory committees for specific, short-term purposes, such as the Venture Partnership Fund Committee. Last revised in June 2017, AIP’s Bylaws are available at http://bit.ly/AIP_Bylaws_AsOf2017.

FINANCE

AIP is a 501(c)(3) not-for-profit membership corporation with an annual operating budget of nearly \$25 million and reserves exceeding four times annual operating expenses. AIP’s CEO serves as a Member of the Board of Managers for AIP Publishing, LLC, an IRS disregarded, tax-exempt entity. AIP Publishing, LLC has an annual operating budget of approximately \$50 million, and is separately managed.

AIP’s revenue is earned primarily through AIP Publishing and from investment income. Additional income is accrued from endowments, Member Society dues, advertising, subscriptions, services, grants, and charitable contributions.

AIP plans to diversify its revenue streams to reduce future reliance on publishing in anticipation of changes to that industry.

IRS 990 tax forms for fiscal years 2012, 2013, and 2014 are available at http://bit.ly/AIP_990s. (Registration may be required.) Additional financial information may be made available to finalist candidates.

STAFF

EXECUTIVE LEADERSHIP

The AIP staff is led by its CEO, a position held by three individuals in the past 24 years. Marc H. Brodsky served from 1993 until his retirement in 2007; H. Frederick (Fred) Dylla served from 2007 until his retirement in 2015; and Robert G.W. Brown served from 2015 until 2017 when he moved into semi-retirement. (See <https://www.aip.org/aip/executive-directors>.) AIP is currently managed by interim co-CEOs, Chief Operating

Consolidated Financial Overview <i>(in the thousands)</i>			
	2016	2015	2014
Investments	\$ 144,376	\$ 136,794	\$ 140,231
Total assets	\$ 204,996	\$ 196,956	\$ 200,086
Unrestricted net assets	\$ 150,271	\$ 141,895	\$ 141,193
Annual investment return	7.2%	-1.2%	4.1%
Total revenue	\$ 67,643	\$ 67,756	\$ 68,312
AIP Publishing, net	\$ 15,719	\$ 14,951	\$ 11,756
AIP programs, net	\$ (9,801)	\$ (10,836)	\$ (9,627)
Net operating revenue	\$ 5,918	\$ 4,115	\$ 2,129
Source: AIP 2016 Annual Report			

Officer Catherine O’Riordan and Chief Financial Officer Catherine “Gigi” Swartz. They are expected to serve in this capacity until a new CEO is selected.

The CEO serves on the following committees:

- Member, AIP Board of Directors and Board Committees (ex officio)
- Member, AIP Publishing Board of Managers (BOM) and AIPP committees (ex officio)
- Member, American Center for Physics (ACP) Board (governs the co-owned headquarters and campus)
- Member, Society of Physics Students Executive Committee

AIP maintains memberships in each of the AIP Member Societies and the Council of Engineering and Scientific Society Executives (CESSE).

STAFF

AIP is staffed by approximately 125 employees. Figure 1 shows the organizational structure under the former CEO. AIP Publishing, LLC is located in the Melville, New York, and employs 115 staff members. There is no direct line authority or responsibility of the AIP Publishing staff to the AIP CEO. However, the CEO sits on the AIP Publishing Board of Managers as an ex officio, voting member. AIP’s Board chair also chairs the AIP Publishing, LLC’s Board of Managers.

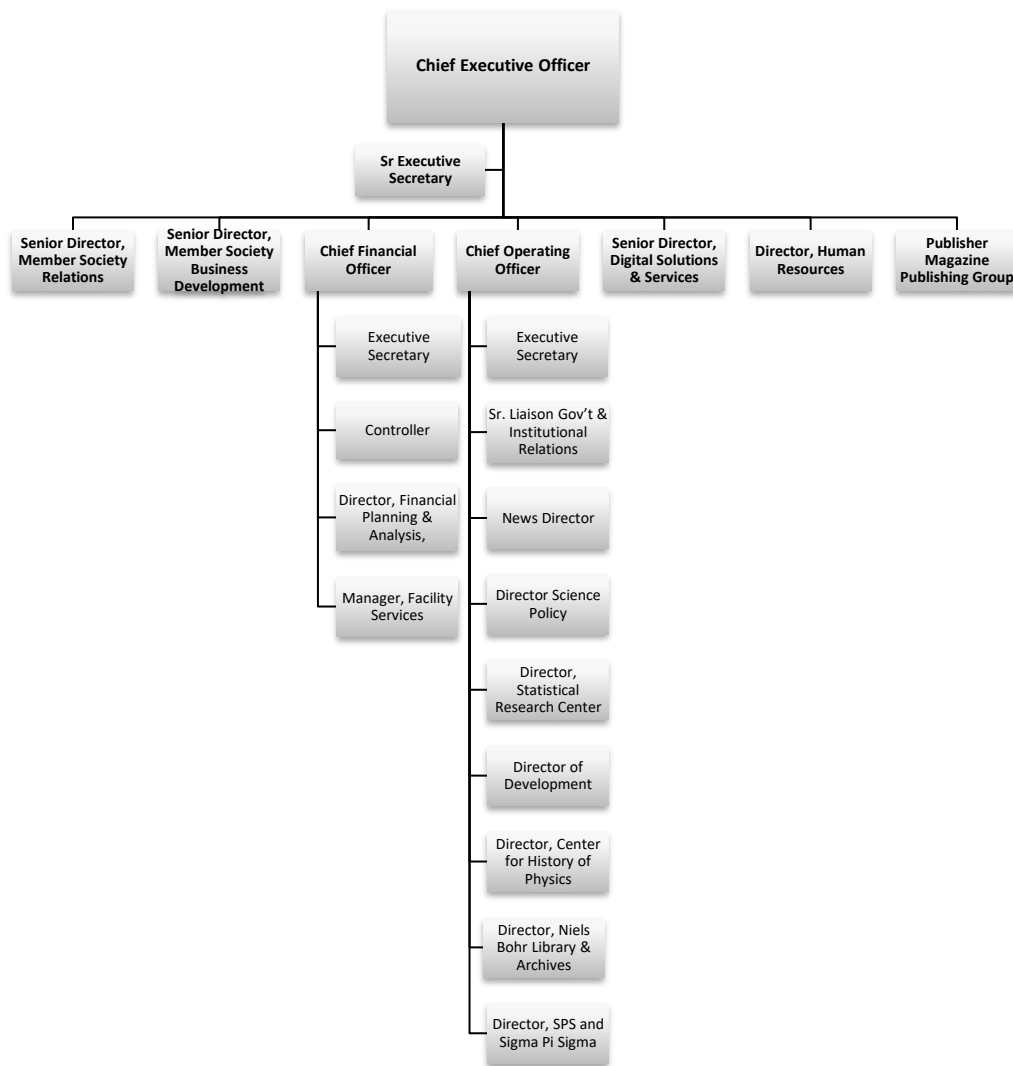


Figure 1. AIP Staff Organizational Chart.

Recently the position of Senior Director of Strategic Marketing and Communication has been added to the leadership team. The position of Assistant to the Corporate Secretary reports to the AIP Board.

The average staff tenure is 10.2 years. The longest serving staff member has a tenure of 37 years, and 23 percent of staff have tenures of less than 2 years.

MEMBERSHIP

AIP membership is available to not-for-profit scientific societies and organizations approved by the Board of Directors. The current members are shown in Table 1. AIP also enjoys a collaborative relationship with many local, regional, national, and international organizations interested in the physical sciences, collectively referred to as affiliated societies.

Acoustical Society of America (ASA) (1931)	American Meteorological Society (AMS) (2013)
American Association of Physicists in Medicine (1973)	American Physical Society (APS) (1931)
American Association of Physics Teachers (AAPT) (1932)	AVS: Science & Technology of Materials... (AVS) (1976)
American Astronomical Society (AAS) (1966)	The Optical Society (OSA) (1931)
American Crystallographic Association (ACA) (1966)	The Society of Rheology (SoR) (1931)

Member Societies are eligible to receive a rich set of benefits, for example:

- **Eligible to sit on the AIP Board of Directors**
- **Assembly of Society Officers** – Annual meeting of AIP Member and Affiliated Society leaders to discuss areas of mutual concern: scientific publishing, public policy, communicating to the public, and more.
- **Venture Partnership Fund** – Eligible for grants for a collaborative project or initiative between AIP and one or more of its Member Societies.
- **Free or reduced subscription rates** for *Physics Today* and AIP journals.
- **Human resources services** – Access to HR services and consultation on compensation, employee relations, performance management and recruitment. Member societies are eligible to participate as a group in AIP’s Multiple Employer Welfare Arrangement (MEWA).
- **Media services** – Discounted rates for meeting support, journal promotion, strategic communications, planning, media relations, and press releases.
- **History and preservation** – Access to the Center of History Programs and its archivists, librarians, and historians for collecting, preserving, and cataloging historical records and training on oral history projects.
- **Government relations** – Assistance with Congressional visits, access to information on federal science policy and budgets, and eligibility to apply for Congressional and State Department Fellowships.
- **Statistical research services** – Access to surveys conducted on issues of concern to scientific and scholarly societies, conduct member surveys, and review of survey instruments.
- **Industrial outreach** – Organize and jointly-sponsor events to support interest in industrial applications.
- **Undergraduate students** – Member Societies provide free memberships to undergraduates in physics from the Society of Physics Students, a national membership program wholly owned by AIP. Nearly 5,000 undergraduate student members are introduced to Member Societies and receive technical programming and social engagement opportunities.
- **Career Network** – Customized employment sites for physicists, engineers, and other physics-related professionals.
- **BoardSource Membership** – A resource for not-for-profit best practices and training materials.

SUBSIDIARY

In 2013, AIP created AIP Publishing, LLC, a wholly owned disregarded, tax-exempt subsidiary, to address any perceived conflicts of interest by Board members whose societies publish journals and make decisions about AIP

publications. AIP Publishing provides economic benefits to AIP that support its educational and charitable mission. AIP Publishing publishes AIP's scientific journals, some journals owned by its Member Societies and some unaffiliated journals, and provides other services (conference proceedings, sales and advertising, and exhibit management).

AIP Publishing, headquartered in Melville, New York, has an annual budget exceeding \$50 million, and 115 staff. It is independently managed by CEO, John Haynes. The AIP chair serves concurrently as the chair of AIP Publishing's Board of Managers (BOM) and the AIP Board of Directors. The AIP CEO serves on the BOM as an ex officio member. The CEOs from AIP and AIP Publishing, working with their respective governing boards, continue to forge strong connections to ensure that the greatest benefit accrues to AIP and the physical sciences.

COMMUNICATIONS

AIP uses a variety of communication vehicles to keep the physical science community updated on organizational news and research advances (journals, magazines, books, newsletters, annual reports, and social media). Through AIP Publishing, AIP supports its charitable, scientific, and educational mission through scholarly publishing in the physical sciences, publishing the highest quality peer-reviewed scientific research on its own behalf, on behalf of some AIP Member Societies, and on behalf of other publishing partners to help them proactively advance their missions. AIP Publishing's portfolio comprises 19 highly regarded, peer-reviewed journals, including the flagship journals *Applied Physics Letters*, *Journal of Applied Physics*, and *The Journal of Chemical Physics*. It is the exclusive publisher for five of AIP's Member Societies.

AIP Publishing is committed to supporting open science, enabling discoverability, reuse, and accessibility to research and scientific data within published articles; working with stakeholders to develop sustainable solutions for public access; ensuring authors retain copyright of their articles when publishing in subscription journals and are able to publish in open access journals regardless of economic status; and, accelerating science by reducing the time to publication.

Outside of AIP Publishing, AIP publishes *Physics Today*, one of the most influential magazines in the physical sciences; *Computing in Science & Engineering* co-published with the IEEE Computer Society; *Radiations*, the magazine of Sigma Pi Sigma, the national physics honor society; and *The SPS Observer*, the magazine of the Society of Physics Students.

AIP also publishes important and relevant information in newsletter, bulletin, and directory formats, including *GradSchoolShopper*, a directory of US doctoral and master's programs in physics, astronomy, and related fields; *FYI: The AIP Bulletin of Science Policy News*; *AIP History Newsletter*; and *Focus On*, statistical reports highlighting education and employment trends. AIP also communicates through social media.

GOVERNMENT & PUBLIC AFFAIRS

The AIP Government Relations staff monitors Capitol Hill and works with the community to achieve national science policy objectives. It publishes *FYI: The AIP Bulletin of Science Policy News* with federal legislative and budget information of interest to the physical sciences.

AIP funds fellowship programs that place scientists into the federal government. Through fellowship programs, AIP and several of its Member Societies sponsor member scientists to spend one year in Washington, DC providing scientific or technical expertise to the federal government. AIP's Fellows join a larger community of Science and Engineering Fellows from many backgrounds to work with the US Congress, federal agencies, or the US Department of State to learn how the government works from the inside and to contribute a scientific or technical voice and knowledge to the policymaking process.

ORGANIZATIONAL SELF-ASSESSMENT

As a part of the AIP CEO recruitment effort, Transition Management Consulting, Inc. conducted one-on-one interviews with AIP Board of Directors, senior staff, executive officers of the Member Societies, former CEOs, and others. Those stakeholders identified several relevant characteristics of AIP as well as some important aspects of the environment it operates in. Strengths that were noted, include:

- A very healthy balance sheet with an excellent revenue stream
- An excellent reputation in the scientific community, especially in publishing
- An engaged Board of Directors who recently made significant changes in the AIP governance structure
- A federation model bringing together Member Societies with talented, committed staff with a passion for science
- Unique products and services for the physical sciences and the public not offered elsewhere
- Customer service-focused staff

The stakeholders also identified some weaknesses in AIP, many of which could also be looked upon as opportunities for positive change. They include strengthening the current vision statement and strategic plan, completing the final stages of governance and staff changes, bringing cohesion and synergy to the current set of programs, products and services, and enhancing business skills, staff structure, and overall corporate communications.

Several other opportunities were identified, including:

- Strengthening the current federation model and further engaging Member Societies
- Using market-based decision-making
- Engaging in capital campaigns (rare book collections)
- Strengthening the AIP-AIP Publishing relationship further
- Enhancing Board-staff relationships (new incoming Board chair, current CEO recruitment)
- Building on a flexible, extendable IT platform; excellent technology tools

Some challenges to AIP were also identified, both internal and external. One internal challenge is that its federation is comprised of Member Societies of varying sizes and differing needs. External challenges include the current political climate for science, changes in the publishing industry, and increased competition.

EXECUTIVE POSITION

POSITION SUMMARY

In partnership with the Board of Directors, the CEO develops, refines, and executes the strategic vision and objectives for AIP to ensure its relevance and value proposition to the Member Societies and other key stakeholders. The CEO serves as AIP's principal staff spokesperson. In this regard, the CEO is responsible for advancing AIP's vision, mission, strategic goals, and related policies. The CEO provides oversight of the day-to-day operations of AIP and provides leadership and direction to ensure high quality mission-driven activities and relevant Member Society services. The CEO provides strong fiscal management and operates with integrity and transparency in an ethical manner. The CEO is responsible for the leadership, management, and development of nearly 125 professionals, an annual operating budget of approximately \$25 million, and the strategic engagement with AIP's Member Societies.

PROFESSIONAL EXPERIENCE & QUALIFICATIONS

The ideal candidate is a strategic, visionary, and innovative leader with 10-15 years of relevant executive-level leadership experience in a complex organization of comparable size and scope in the not-for-profit, private, and/or

public sectors. The CEO will have the confidence and ability to work effectively with a wide range of stakeholders across many sectors. She or he will possess strong staff leadership skills with a track record for inspiring and building a culture of innovation, teamwork, and results along with a strong understanding of, passion for, and commitment to AIP’s mission. The candidate will have a deep commitment to the CEO’s role as the principal employee of the Board, tasked with developing, recommending, and carrying out AIP’s strategic vision for the benefit of the physical sciences community and humanity.

	Required	Preferred
Experience	10-15 years’ executive-level experience in an organization of comparable complexity, scope, and size in the not-for-profit, private, or public sector	Experience working with scientists and researchers. Not-for-profit experience, especially in a federation environment
Education	Bachelor’s degree, ideally in the physical sciences	Master’s degree or higher; doctorate not required
Certifications		Certified Association Executive (CAE)

Desired Skills and Experiences

There is no perfect candidate. No candidate will have mastered or possess all of the skills, characteristics, and attributes described herein; rather, the ideal candidate will bring a mix of experience, qualities, and established track record in the following areas:

- Deftly leading strategic planning and change efforts in an organization operating in a dynamic environment (inspire, lead by example, collaborator, excellent listener, strong communicator, transparent, relationship builder, emotionally intelligent, self-aware, inclusive, flexible, excellent social skills, diplomatic)
- Demonstrated financial and business acumen and organizational experience within an organization of similar scale, scope, and complexity (revenue generation, business and achievement focus, evaluate opportunities based on data, rigorous analysis that includes pros and cons, resource needs, and recommendations)
- A partner working effectively and collegially with volunteer leaders on the AIP Board, staff, Member Societies, and other stakeholders to develop and implement strategies to advance the organization’s mission (team player, trust builder, well managed ego, shares credit for success, gives and receives respect, innovative, visionary, creative)
- Demonstrated history of successful engagement, partnering, and alliance building with a broad range of diverse constituencies (opportunistic, creative, creating win-wins, environmental scanning)
- Proactively identify opportunities to meet Member Society needs (creative, relationship builder, listener)
- Lead strong, talented staff members and teams in a dynamic environment (mentor, develop, motivate, inspire, make tough decisions, promote accountability, provide support)
- Demonstrated knowledge of the current trends and issues facing science, especially the physical sciences; knowledge of the federal legislative process, public policy, and publishing is desirable (advocacy)
- Promotes diversity within the staff, Member Societies, and the physical sciences (openness, inclusion)

Executive Leadership Characteristics and Attributes

- Strong, flexible, and diplomatic leadership skills
- Possesses outstanding communication and interpersonal skills
- Communicates with sensitivity, respect, and relates well to diverse constituencies; inclusive
- Inspires individuals, teams, and entire organization to perform at a high level and embrace change
- An effective strategist with innovative ideas and management skills to assure successful implementation
- Manages complex situations and operations using multiple problem-solving techniques and approaches
- Skillful negotiator who achieves fair outcomes, promotes common causes, builds consensus
- Possesses maturity, judgment, and self-confidence to operate effectively with diverse audiences

CULTURE AT AIP AND IN THE SCIENTIFIC COMMUNITY

It is important that candidates interested in working at AIP consider how they might potentially fit the culture in two areas, as a scientific society and an association structured as a federation. Cultural fit is the likelihood that someone will reflect and/or be able to adapt to the core beliefs, attitudes, and behaviors that makes up AIP.

Scientific inquiry is based on empirical evidence gathering, that is, gathering information through objective observation and experimentation, investigating, scrutinizing, and rigorously analyzing the situation or issue. This requires a deliberate, analytical approach.

The scientific culture greatly values intelligence, education, mentorship, and acknowledgment of the contributions of others. The saying, “standing on the shoulders of giants” acknowledges that one’s work is possible only by building on the work of others. It fosters a sense of teamwork (sharing data and labs) on the one hand, but highly competitive when it comes to discoveries, grant funding, tenure, and promotions on the other hand. Disseminating one’s theories and findings in peer-reviewed journals at the highest levels of science requires that scientists be transparent, persistent, detail-oriented, deliberate, curious, and thick-skinned. It demands honesty, integrity, passion, creativity, and dedication to the advancement of scientific knowledge. AIP and each of its Member Societies shares this scientific culture. Each Member Society has its own unique cultural overlays as well.

Working in an association structured as a federation requires high levels of collaboration, trust, and transparency among staff, Board, and Member Societies. Leaders succeed when they lead by example, build supportive environments and communities, share power and allow others to contribute and influence decisions, invest in building interpersonal skills necessary in themselves and others throughout the organization, create a shared vision and purpose, and communicate broadly and frequently.

Understanding these cultures at a deep level will enable the CEO to successfully build relationships, identify the unique needs of the Member Societies, Board, and staff, and identify strategies to move AIP and the physical sciences forward.

SPECIAL REQUIREMENTS

AIP and the scientific endeavors it supports requires that candidates not have any ethical, philosophical, moral, or other reservations in representing and supporting it and its Member Societies’ missions, activities, and programs in any of the following and related activities: evolution, climate change, atomic energy or weaponry, nuclear medicine, biomedical sciences, space exploration, and cosmology. It further requires a commitment to promoting diversity and inclusion in the workplace and within science, and to open access publishing.

CEO POSITION DESCRIPTION

SUMMARY: The Chief Executive Officer (CEO) of the American Institute of Physics (AIP) is the chief staff officer responsible for leading and managing AIP and its staff and operations in adherence with AIP Bylaws. The CEO collaborates with volunteer Board leaders in the development of strategy and relevant plans and policies to fulfill AIP’s mission. The CEO is responsible for growing AIP’s resources to accomplish the organization’s strategies and provide high-quality products and services.

The CEO provides effective leadership to AIP and within the physical science community by: (1) overseeing and directing AIP’s business and staff ensuring the continued excellence of AIP’s programs, products, and services; (2) recommending and establishing objectives, plans, and policies that address both near- and long-term needs, opportunities, and threats; and, (3) representing AIP in its dealings with Member and Affiliated Societies, Corporate Associates, the international scientific and publishing communities, and the public for the betterment of the scientific community.

ACCOUNTABILITY: Reports to the Board of Directors through AIP's Board Chair.

FUNCTIONS AND RESPONSIBILITIES:

Leadership

- Leads AIP and serves as a high-profile member of the physical sciences community through public and private actions to enhance the public image in support of physics, physical sciences, and related fields.
- Enhances AIP's capacity to serve and continually strengthen its constituencies.
- Stimulates new initiatives that will effectively advance the physical sciences and related fields.
- Promotes diversity and inclusion within the AIP and the physical sciences.

Strategy

- Develops strategies for AIP's future development and growth through environmental scanning, and initiating, overseeing, and participating in strategic and long-range planning activities in consultation with Board and staff leaders.
- Ensures goals are met, and identifies and recommends required resources to the Board of Directors for discussion and approval.

Management

- Provides overall control, direction and coordination of AIP's operations, finances, and staff, setting goals and objectives, assuring that they are achieved in a strategic, timely, and cost-effective manner.
- Oversees and reviews the performance of AIP's Leadership Team.
- Fosters a culture to attract, retain, and leverage the strengths of staff.
- Implements the actions of the Board of Directors; adheres to the budget as approved by the Board.

Service

- Ensures that AIP serves the Member Societies in its role as a federation that complements their activities.
- Develops and improves the capacity to serve the physics and physical sciences community.
- Represents AIP in its relationships with major constituents and customers (Affiliated and Member Societies, Corporate Associates, the international scientific community, and the public).
- Establishes, promotes, and maintains effective communications throughout AIP with sensitivity to the diverse audiences and relationships.

Legal Oversight

- Ensures that AIP meets its legal, regulatory, and ethical obligations, operates in accordance with all policies and guidelines approved by the Board of Directors or under their authority, and with the highest integrity.

REQUIREMENTS: Periodic domestic and some international travel is required. Work outside of normal business days and hours is expected. Position requires extensive computer work.

SUBJECT TO CHANGE: Responsibilities, requirements, and authorities are subject to change, as warranted.

STATUS: Full-time, Exempt, under a contractual relationship

APPROVED: 8 September 2017 by the AIP Board of Directors

END POSITION DESCRIPTION

ANTICIPATED PRIORITIES

Within the first 24 months of her or his tenure, the AIP CEO can expect to

- Set the tone and model collaborative leadership.
- Learn about AIP and its culture through one-on-one meetings with staff, volunteers, Member Societies, and other stakeholders; site visits; meeting and conference attendance; and document review.
- Build strong working relationships with the Board and key stakeholders, including Member Societies, strategic partners, government leaders, relevant media organizations, and others critical to AIP's success.
- Work with the AIP Board of Directors to develop strategy, refine strategic plan and direction of the organization, and ensure AIP's continued relevancy and strong value proposition.
- Evaluate current AIP programs for effectiveness and relevance, with the goal of maximizing the impact of AIP's resources for the physical sciences.
- Build and develop senior-level management team and staff teams.
- Increase communications between the Board and management regarding AIP's operations.
- Develop and maintain collaborative partnerships with internal and external stakeholders.
- Support staff, volunteers, and Member Societies during the ongoing change initiatives.
- Execute programs and activities based on an approved strategic plan that aligns with the Board's long-term strategic vision, inclusive of clear milestones, performance goals, metrics, and fiscal objectives.
- Enable the Board to assess AIP's strategic effectiveness through clear accountability and periodic reporting.
- Foster greater recognition of and knowledge about AIP and its activities and benefits among stakeholders in the Member Societies and beyond. Communicate a strong member value proposition.
- Develop a succession strategy for senior and other key staff members, as needed.
- Enhance AIP's brand recognition as a voice for the physical sciences.

CEO EVALUATION

AIP has a documented process to evaluate its CEO that includes a self-assessment, Board participation, accountability, and identifies ways in which the Board can support the CEO. The CEO goals are mutually agreed upon with the Compensation Committee and CEO, for discussion and approval by the Board. The evaluation tool assesses the CEO based on organizational goals using a "highly effective", "effective", and "ineffective" performance scale and leadership competencies on a five-point "strongly agree" to "strongly disagree" scale.

COMPENSATION

A competitive compensation package will be offered to the successful candidate. Total remuneration will be commensurate with not-for-profits of a similar size and scope based on a recent review of compensation data conducted by Quatt Associates, an independent consulting firm that provides compensation consulting and advice to tax-exempt entities. AIP may offer a 3-year written employment contract. This position may be eligible for relocation support in an amount to be determined. AIP offers a standard benefit package to its eligible employees, for example:

- Annual time off: Vacation, sick leave, and 12 paid holidays
- Insurance (family coverage): Medical/RX, dental, vision, life and accident, and short/long-term disability
- TIAA Retirement plan: 401(a), 403(b), and 457(b) employer contribution of 10% after the first year with immediate vesting
- Flexible spending account
- Commuter benefits, free parking
- Employee assistance program

APPLICATION INSTRUCTIONS

Jackie Eder-Van Hook, PhD, President, Transition Management Consulting, Inc. is conducting this search. Interested applicants must apply online at www.TransitionCEO.com/careers no later than Wednesday, October 25, 2017, and submit a cover letter, current resume, and salary range expectations. (All are required.) Resumes are preferred over CVs, and will be reviewed on a rolling basis; therefore, candidates should submit their materials as early in the process as possible. TMC intends to periodically update candidates on the search process.

AIP expects to hold two sets of in-person interviews with candidates in the Metropolitan Washington DC area on November 14-15, and December 8-9, 2017. It is anticipated that the search will conclude in the fall of 2017. AIP expects that the successful CEO candidate will begin in January 2018, although the actual start date will be negotiated between AIP and the successful candidate.

Finalist candidates are required to undergo a background check, including, but not limited to, criminal, civil, credit, and public record checks, and reference checks. The successful candidate must be authorized to work in the United States.



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Candidate Materials: www.TransitionCEO.com/careers
Questions Only: AIP_Search@TransitionCEO.com

A national leader in providing interim management, executive search, and consulting to associations and nonprofits, Transition Management Consulting, Inc. serves as a trusted advisor to boards of directors and executives.

PROFILE METHODOLOGY

The AIP Search Committee and TMC developed this Organizational and Candidate Profile using various data collection methods, including input from selected Board members and staff, discussions with the search committee, leadership and stakeholder input, and document review. It identifies, prioritizes, and communicates the skills, knowledge, and qualifications desired in the organization's next executive as well as some of the current opportunities and challenges facing the organization.

The information contained herein, though believed to be accurate, is not guaranteed and may not identify all pertinent issues. Candidates are strongly encouraged to review the organization's website and seek out additional information to help them make their own independent assessment of the organization and whether their skills, abilities, personality, and experiences might be a good fit with the organization's needs and culture.

Nothing in the job posting or description shall be construed as an offer or guarantee of employment.

American Institute of Physics is an Equal Opportunity Employer.

KEY DATES

Recruitment Period
September 13, 2017 to
October 25, 2017
(Rolling Qualification Review)

1st Interview
November 14-15, 2017

2nd & Final Interview
December 8-9, 2017

Start Date Negotiable
Approximately January 2018