

ORGANIZATIONAL AND CANDIDATE PROFILE

OVERVIEW

The American Physical Society (APS) seeks an experienced executive to serve as the Society’s next Chief Executive Officer (CEO) to replace its current CEO, who is scheduled to retire on December 31, 2020. This document provides critical information to those who are interested in learning more about the APS CEO position (www.aps.org).

Jackie Eder-Van Hook, PhD, President, Transition Management Consulting, Inc. is conducting this search for APS. Visit www.TransitionCEO.com/careers to apply for the position by Thursday, April 30, 2020. Additional recruitment information is contained on page 14. Candidate materials are reviewed on a rolling basis; therefore, candidates are strongly encouraged to submit their materials as soon as possible.

The American Physical Society, a nonprofit membership organization, is the world’s leading physics professional society and works to advance and diffuse the knowledge of physics through its highly regarded research journals, scientific meetings, education, outreach and advocacy, and international activities. APS has more than 55,000 members, including physicists and physical scientists in academia, national laboratories, government, and industry in the United States and throughout the world.

The Society delivers member services to physicists and others interested in physics including publishing world-class scientific journals covering all fields of physics; organizing scientific meetings for the physics community; and, executing programs to promote education, inclusiveness, and awareness of physics.

The Society’s CEO and Senior Management Team (SMT) oversee the day-to-day operations. Its staff of approximately 250 people support member activities from its headquarters in College Park, Maryland, its publishing office in Ridge (Long Island), New York, and government affairs office in Washington, DC. The Society’s annual budget is approximately \$68 million.

APS is governed by a Board of Directors and Council of Representatives; its officers and members are elected according to its Constitution & Bylaws. The Board of Directors is responsible for the actions and fiduciary oversight of the Society. The Council of Representatives focuses on all matters of science, science policy, and membership.

APS has a substructure of forty-eight units (Divisions, Topical Groups, Forums, and Sections) focused on specific physics subdisciplines and topical areas. As new areas of interest in physics are identified, new units are formed to meet the needs of interested members. The Society is member-driven, involving hundreds of member volunteers, who serve on its Committees and provide the leadership for its governance and units.

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MISSION & GOALS

Founded on May 20, 1899, APS's mission is: "To advance and diffuse the knowledge of physics for the benefit of humanity, promote physics, and serve the broader physics community, specifically to

- Provide a welcoming and supportive professional home for an active, engaged, and diverse membership;
- Advance scientific discovery and research dissemination;
- Advocate for physics and physicists, and amplify the voice for science;
- Share the excitement of physics and communicate the essential role physics plays in the world; and
- Promote effective physics education for all."

During 2018, APS undertook a broadly consultative and inclusive strategic planning process resulting in "The APS Strategic Plan: 2019" approved November 2018. The major goals and core activities include: (See <https://www.aps.org/about/strategicplan/upload/APSStratPlan2019.pdf>).

- Engaging and supporting the next generation of physicists.
- Expanding public appreciation of physics and its many contributions.
- Being an authoritative advocate for physics.
- Publishing world-leading journals in physics and related sciences.
- Increasing the participation of the next generation of physicists and involving them in shaping APS to be the Society with which they will engage and support.
- Building public trust in science and public appreciation of the power of physics to transform our world.
- Advocating effectively for the conditions that support a robust scientific research enterprise, which enhances economic growth and trains people to address some of the urgent problems facing society.
- Responding to open access publishing mandates in science while continuing to publish high-quality, peer-reviewed journals that are sustainable and serve the needs of the worldwide physics community.
- Convening vital physics meetings, conferences, and workshops.
- Fostering equity, inclusion, and increasing diversity in all its dimensions.

GOVERNANCE & STRUCTURE

Organized as a nonprofit membership organization and incorporated in Washington DC, APS is led by a President and governed by two bodies -- the Board of Directors and the Council of Representatives -- each elected from the membership, as specified by its Constitution & Bylaws (as of November 2016). (See <https://www.aps.org/about/governance/documents/constitution.cfm>.)

The Board of Directors is responsible for the overall management and governance of the Society, including:

1. Determine strategy for the Society.
2. Oversee the financial affairs of the Society.
3. Oversee the operations, including publishing of the Society.
4. Oversee all other responsibilities given to the Board by the Constitution & Bylaws.
5. Oversee all other responsibilities necessary to govern the affairs of the Society.

The Board consists of the President (chair), the President-Elect, the Vice President, the Immediate Past President (collectively, the "Presidential Line"), the Treasurer, and nine or ten Councilors, including the Speaker of the Council. The Council elects Board members to serve as "Directors" for a three-year term. The President may designate an additional non-voting Director to provide needed expertise with the approval of the Board. The CEO and the Editor in Chief serve as ex officio, non-voting members of the Board.

The Board meets at least three times per year, including an annual leadership meeting. Between meetings of the Board, the Executive Committee of the Board (BEC), consisting of the Presidential Line, Speaker of the Council, Treasurer, and CEO meet weekly to address issues outside regularly scheduled board meetings. In addition to the Executive Committee, the Board has several standing committees: Audit, Finance, Governance, and Compensation. The Board may create other standing or special committees to serve its needs.

The Council of Representatives focuses on all matters of science, science policy, and membership of the Society. The Speaker of the Council is elected by and presides over the Council. The activities of the Council are planned and organized by the Council Steering Committee (CSC), which consists of four elected Councilors, the Speaker, the President-Elect, and the CEO, who meet bi-weekly between Council meetings. Responsibilities of the Council, subject to the ultimate oversight and direction of the Board, include:

1. Establish and oversee APS publications.
2. Approve APS policy statements and science strategy.
3. Establish and oversee units.
4. Elect the Speaker of the Council, Board Members, and Fellows.
5. Support scientific meetings and conferences.
6. Set requirements for membership and Fellowship.
7. Award prizes and honors bestowed by the Society.
8. Approve amendments to the Constitution & Bylaws.
9. Attend to responsibilities or issues raised by the Board, Council, or members.

The Council is comprised of members representing Divisions, Forums, and Sections; four General Councilors; four International Councilors, whose primary residence is outside the US; the Presidential Line, the Treasurer, and the Chair of the APS Nominating Committee. The CEO, Editor in Chief, and Chair of the Panel on Public Affairs serve as ex officio, non-voting Council members.

The Society is committed to and depends upon member participation and is fortunate to have many active volunteers who serve on committees, provide the leadership for its units, and actively support APS's programs. The units are organized into divisions, topical groups, forums, and sections and provide opportunities for members to interact with colleagues with similar interests and to keep abreast of new developments in their fields.

Units contribute to increasing the knowledge of physics and encourage both formal and informal networking by organizing symposia at APS meetings. APS units conduct their own activities and function with autonomy under general guidelines provided by the Council and Board. Communications occur through meetings, conferences, and newsletters. Unit statistics are available online at <https://www.aps.org/membership/units/statistics.cfm>.

FINANCE

APS is organized as a 501(c)(3) nonprofit membership corporation with an annual operating budget of over \$68 million and restricted and non-restricted assets of nearly \$200 million. APS operates on calendar year basis.

CORE SOCIETY VALUES

THE SCIENTIFIC METHOD

We believe that the success and credibility of physics come from systematic observation, measurement, and experiment, and the formulation, testing, and modification of hypotheses leading to the development of theory.

TRUTH AND INTEGRITY

The welfare of physics and the physics community requires that we act honestly, ethically, and with professional integrity in the conduct and reporting of physics.

DIVERSITY, INCLUSION & RESPECT

Diversity in all its dimensions is an asset to physics. We are committed to full and respectful participation by everyone.

PARTNERING, COOPERATION, OPEN COLLABORATION

As physics benefits from being a global endeavor, we seek to create the conditions for free and open scientific exchange across national boundaries and political and ideological divides.

SPEAKING OUT

Recognizing that good science benefits society, we speak out on issues where scientific evidence and expertise can inform the debate.

EDUCATION & LEARNING

The practice of physics involves lifelong learning and rigorous scholarship; we are committed to providing a community that values education at all levels and promotes open scientific discourse.

Revenue is earned primarily through publishing scientific journals, convening scientific meetings, membership dues, and grants. APS seeks to diversify its revenue streams to reduce its future reliance on publishing in anticipation of changes in the publishing industry. IRS 990 tax forms for fiscal years 2014, 2015, 2016, are publicly available online at <https://www.guidestar.org/profile/13-1656610>. (Registration may be required.) Additional financial information may be provided to finalist candidates.

STAFF

Executive Leadership

The APS staff is led by its CEO, Kate Kirby, PhD, who became the APS executive officer in May 2009 and its first CEO in February 2015. Currently, the CEO has 12 direct reports.

<u>Senior Management Team</u>	<u>Other Direct Reports</u>
Chief Financial Officer Chief Government Affairs Officer Chief Human Resources Officer Chief Information Officer Chief Operating Officer/Deputy Executive Officer Editor in Chief Publisher	Corporate Secretary Director of International Affairs Director of Programs Director of Project Development and Senior Advisor on Education and Diversity Manager Executive Office

The CEO and the Editor in Chief have non-voting seats on both the Board and Council.

Staff

APS is staffed by approximately 250 employees located in three offices, College Park, Maryland (Headquarters), Ridge, New York (publishing), and Washington, DC (government affairs). No critical functions are outsourced.

The average staff tenure is 11.4 years. The longest serving staff member has a tenure of 48 years. As of December 2019, there are no known key staff departures beyond the CEO. The staff turnover rate in 2018 was 10.6 percent and in 2019 the turnover rate was 8.2 percent. Many staff members in executive, leadership, publishing, and program areas have advanced degrees in physics.

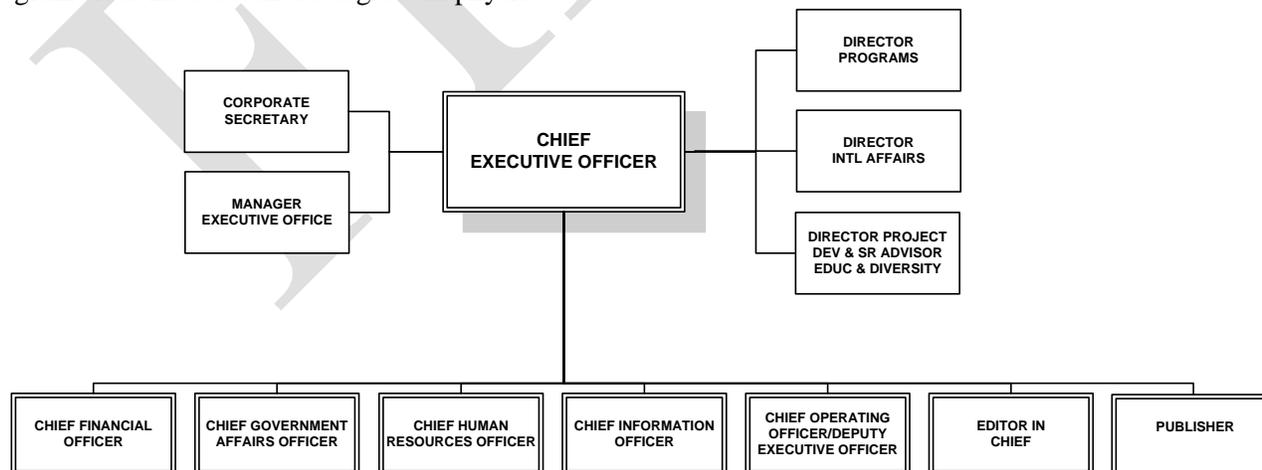


Figure 1. APS CEO Direct Reports (Dec 2019)

Staff performance reviews were last completed July 2019.

Culture Change Initiatives

In 2019, the CEO and Senior Management Team fielded its first organizational culture study. The CEO and Senior Management Team are reviewing those findings and determining next steps in areas such as

- Creating an internal values statement initiative and change management process
- Workforce planning: aligning staff to the strategic plan and business strategies; salary and benefits benchmarking; staff retention, and recruitment; embracing diversity, equity, and inclusion; administrative efficiencies; professional development, management training, succession planning; enhancing onboarding and orientation for new staff
- Monitoring progress: Managing performance and accountability; program review; process reviews; employee questionnaires and/or assessments; peer-to-peer recognition

The new CEO will have an important role to play in supporting staff leaders and inspiring staff to accept the changes necessary for APS to modernize its approach to human capital.

MEETINGS

APS holds a number of physics meetings each year, including unit meetings, a leadership conference, and two cross-disciplinary annual meetings. These meetings offer valuable opportunities for presenting research, sharing insights, professional development, improving education, science advocacy, and networking. The APS March Meeting 2019, held in Boston, Massachusetts had the largest turnout in APS's history with more than 12,300 physicists, scientists, and journalists from around the world and had over 10,000 scientific and public presentations. It remains the largest single physics meeting in the world. Regularly scheduled meetings sponsored by APS units draw several hundred to several thousand participants annually.

Diversity, Inclusion, Equity, and Respect In Action

Diversity in all its dimensions is a core APS value and an asset to physics. APS holds meetings, such as the jointly convened 2018 conference that brought together the Bridge Program and the National Mentoring Community. The conference, which was attended by 219 registrants, including 76 students served by the Bridge Program and National Mentoring Community, focused on topics, such as strengthening mentoring relationships, building firm foundations for successful student experiences, and providing learning and networking opportunities related to diversity in graduate and undergraduate physics education.

MEMBERSHIP

There are six types of APS memberships: regular, early career (first 5 years after final degree), graduate student, undergraduate student, senior, and life members. Membership benefits are the same across all membership types, except student members receive free online access to one journal and free membership in two divisions or topical groups. APS provides many programs and educational initiatives that are not restricted to members. Non-members also may access the APS Career Center, including the online job board and professional development resources. Both the APS News and Physics magazine are available online to anyone.

APS membership increased between 2015 to 2018 and remained relatively steady between 2018 to 2019. The student membership sector is the fastest growing member group. The Membership Department is currently studying member renewal and retention statistics, which they will benchmark against similar scientific societies and explore member perceptions through a volunteer study group. Member benefits include:

- Staying Current: Relevant information on physics research with access to *APS News*, published eleven times per year; *Physics*, an online publication that provides thought provoking analysis and spotlights exceptional research; and through attendance at sponsored meetings at reduced member rates.
- Advocacy: Opportunities to be part of a collective voice advocating for research funding, science education, and other relevant science policy issues.
- Networking: Opportunities to be actively engaged with other physicists by volunteering and participating in APS units and serving on committees; attendance at APS sponsored national, regional, and local meetings; and access to an online membership directory.
- Professional Development and Recognition: Attending and presenting papers at APS Meetings; gaining recognition by colleagues and peers through APS prizes, awards, and fellowships; applying for a Congressional Science Fellowship; accessing career information; and taking advantage of benefits from reciprocal arrangements with other physics societies around the world.
- Discounted Rates on Journals: Access to APS journals online, article packs, or Physical Review Online Archive (PROLA).
- Personal Benefits: Group, life, and auto insurance at competitive rates; email alias service; discounts on annual licenses and products; and year-at-a-glance calendar to track all APS meeting dates.

A Welcoming and Supportive Professional Home for an Active, Engaged, and Diverse Membership

APS programs are aligned with its core values, of Diversity, Equity, and Inclusion, and Education and Learning.

The APS Bridge Program focuses on the goal of increasing the number of underrepresented ethnic and racial minorities who complete PhD degrees in physics. At the end of 2018, the program had placed 195 underrepresented minority students in graduate programs. Focused mentoring, early intervention milestones, and dedicated faculty support have resulted in a retention rate of 87 percent for Bridge students, while the national average for doctoral level physics programs is 60 percent. In 2018 APS was awarded its largest grant ever, \$10 million over five years, from the National Science Foundation (NSF) to replicate this highly successful program in the disciplines of chemistry, materials science, astronomy, and geophysical science. APS is taking a leadership role in collaboration with five professional societies and education researchers at four institutions to form a national coalition of professional societies, national labs, partners in industry, and universities to increase the number of underrepresented minorities who complete PhD degrees in the physical sciences.

The APS Conferences for Undergraduate Women in Physics (CUWiP) are regional conferences geared towards helping undergraduate women continue in physics by providing the opportunity to experience a professional conference, information about graduate school and professions in physics, and access to other women in physics of all ages with whom they can share experiences, advice, and ideas.

APS partners with the American Association of Physics Teachers (AAPT) on several programs. For example, PhysTEC, supported by the NSF for over 15 years, engages physics departments across the US in attracting and training undergraduate students for a career in high school physics teaching. The STEP UP 4 WOMEN program studies the factors associated with attracting women to physics and works to increase the likelihood of women majoring in physics as undergraduates.

COMMUNICATIONS & PUBLICATIONS

Scholarly Journals

APS's journals are highly respected for their contribution to science worldwide. In 2019, APS received 40,000 manuscripts of which 80 percent were submitted by authors from outside the US. APS published 20,000 papers. Nobel-Prize-winning research was published in APS journals for 9 consecutive years. (<https://journals.aps.org/>)

Physical Review Letters
Physical Review X
Physical Review A
Physical Review B
Physical Review C

Physical Review D
Physical Review E
Physical Review Research
Physical Review AB
Physical Review Applied

Physical Review Fluids
Physical Review Materials
Physical Review PER
Reviews of Modern Physics

APS journals have moved aggressively to meet the changing environment of scientific publishing, including the opportunities and challenges due to open access. The APS editorial staff are located in the Ridge, New York office and led by the Editor in Chief, who reports to the CEO. The CEO, Editor in Chief, and Publisher have been successful in addressing these changes through strong collaborations, commitment, and communication. New journals have been or are being started in emerging fields of physics. An online, open access journal covering physics and interdisciplinary areas began in 2019. This new journal has been well received and immediately attracted large numbers of high-quality submissions.

The Editor in Chief and Publisher continue to respond to the changing publications landscape and the challenge of open access to a subscription model. APS adheres to its principle of preserving its commitment to scientific excellence and high-quality peer-review.

Communications

APS uses a variety of communication vehicles to keep the physical science community, policymakers, the media, and public updated on organizational news and research findings (journals, magazines, newsletters, annual reports, and social media).

Physics is a free, online broad interest magazine, which primarily highlights papers from the *Physical Review* journals, focusing on results that will change the course of research, inspire a new way of thinking, or spark curiosity. The stories behind these findings are written by experts, journalists, and APS staff writers for the benefit of the physics community and beyond. *Physics* regularly includes interviews with physicists and news stories on a variety of topics as well as articles about the influence of physics on the arts.

PROGRAMS

APS develops and implements programs designed to improve physics education, impact policymakers, increase diversity in the physics workforce, inform the public about the importance of physics, and reach out to physicists around the world.

- Education: Supporting physics educators and improving education at all levels.
- International Affairs: Fostering international communication and scientific collaboration across nations.
- Honors: Recognizing outstanding achievements in physics research, education, and public service.
- Minorities in Physics: Promoting the recruitment, inclusion, and career development of underrepresented minorities in physics.
- Women in Physics: Supporting the recruitment, retention, and career development of women physicists.
- LGBTQ+ Physicists: Providing greater inclusion, engagement, and representation for LGBTQ+ physicists

- Public Engagement: Sharing the excitement and importance of physics with people of all ages.
- Government Affairs: Shaping science policy and connecting physicists with policymakers.
- Ethics: Facilitating ethical best practices involving physicists in education, government, and research.
- Innovation: Stimulating and funding innovative ideas to address problems in physics and society.
- Industrial Physics: Improving the visibility of industrial physics and engagement with physicists in the private sector.

GOVERNMENT AFFAIRS

The APS Office of Government Affairs (OGA) was established to facilitate communication between physicists, the public, and government on scientific issues of concern to its members and the nation. OGA has mobilized the Society's members from academia, national labs, and industry to voice their concerns on issues threatening science and scientists. APS has an excellent reputation, and its input is valued by other scientific organizations, the executive and legislative branches of government, funding agencies, and foundations.

APS serves the needs of its membership and the general public by providing information on how to take action and contact lawmakers on issues that affect both the physics community and the nation as a whole, including federal research funding; research infrastructure; clean energy and climate change; sexual harassment in the sciences; visas and immigration; and STEM education.

Through grassroots advocacy OGA facilitates APS member contacts with Congress -- through op-eds in key states and districts, emails, meetings, and phone calls -- to advance the interests of the physics community. OGA has helped its members successfully petition against legislation that would have decreased the quality and accessibility of student loans, among other efforts. These types of activities are ongoing as new issues arise.

With the aim of achieving sustained and robust support for federal science agencies, APS works with members, and coordinates with other science organizations to advocate for increased federal funding to provide significant budget increases to key science agencies. APS also strongly supported the National Quantum Initiative Act, which authorized \$1.2 billion over five years for new quantum information science research programs at National Science Foundation (NSF), National Institute of Standards and Technology (NIST), and Department of Energy (DOE).

Alerted by members, APS conducted a survey of physics graduate programs that showed an alarming 12 percent average decline in international applications from 2017 to 2018. Some smaller US-based graduate physics programs saw a decrease as high as 22 percent in international applications. APS responded by urging Congress to make the F-1 visa "dual intent" giving international students the opportunity to simultaneously study physics while providing a pathway to US citizenship.

ORGANIZATIONAL SELF-ASSESSMENT

As a part of the APS CEO recruitment effort, Transition Management Consulting, Inc. conducted meetings of the search committee and one-on-one interviews with volunteer leaders, the CEO, and senior staff, to identify APS's key strengths, weaknesses, opportunities, and threats.

Strengths:

- Financially healthy
- Large membership, including international membership
- Sterling reputation
- High quality publications
- Innovative and effective physics-related programs

- Largest annual physics meeting for physicists in the world (March meeting)
- Active and responsive government affairs office
- Dedicated, knowledgeable, and talented staff
- Outreach and education
- Volunteer activities (2,000-3,000+ volunteers) valued at \$12 million annually
- Good reputation as spokesperson for physics, providing a trusted, measured approach
- Solid collaboration with other scientific organizations
- Actionable strategic plan in place

Weaknesses:

- Business plan to address anticipated challenges of changing publishing landscape slow to develop
- Communicating the many programs and activities of the APS, broadly
- Membership attrition, as students transition to the private sector workforce
- Declining impact factors of particular journals and difficulty sourcing data necessary to understand why
- Lack of focus on fundraising and a culture of philanthropy
- Staff culture could be improved

Opportunities:

- Fundraising
- Grow domestic and international membership
- Grow number of programs directed at graduate students, a good pool of potential members
- Making optimal use of government affairs office
- Strengthening international connections
- International members and non-members are the primary authors who submit articles to its journals
- Education of public and policy leaders of the importance of physics in the economy, national security, and other societal issues

Threats:

- Challenges facing publications in open access, including maintaining editorial quality
- Current political environment for science and science funding
- Decreasing revenue (publications, grants)
- Eroding position of the US as the preeminent voice of the global scientific community

EXECUTIVE POSITION

OVERVIEW

The Chief Executive Officer (CEO) leads and manages a physical science nonprofit membership organization of more than 55,000 members headquartered in the US and oversees a \$68 million operating budget. The CEO serves as the Society's most senior chief staff officer with ultimate responsibility for the success of the Society, overseeing all staff efforts, recruitment, retention, development, and succession planning of more than 250 staff in three offices, Maryland (headquarters), DC (government affairs), and New York (publishing).

PROFESSIONAL EXPERIENCE & QUALIFICATIONS

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

CEO Experience:

APS seeks a compelling and collaborative leader who possesses or can quickly acquire a deep understanding of the organization (current environment, members, staff, activities, opportunities and challenges) and develops an action plan that inspires members, staff, and the broader physical science community.

Preferred CEO Experience & Education	
Experience	Held senior leadership positions of similar scope
Education	Advanced degree (PhD) in the physical sciences

- Experience (or likely success) managing an organization or program of comparable size, budget, or complexity, or combination thereof. A successful career of published research or leadership of a successful scientific or technological research group in academia, government, private organizations, or industry is desirable.
- Experience in bringing and advancing a vision and values to the strategic plan; translates the plan into business processes, goals, and resource allocation; creates alignment between programs and staff teams.
- Experience working with scientists ranging from students to highly accomplished individuals.
- Experience in promoting opportunities for underrepresented groups; personally values diversity, inclusion, equity, and respect.
- Knowledge of or experience in scientific research dissemination and communications.
- Experience with US science policy issues; understands the US legislative process, and the needs of diverse, multidisciplinary audiences. (International science policy experience is desirable.)
- Experience managing, supporting, and inspiring staff and members to create a high-performance culture.
- Experience leading culture change efforts to accelerate organizational change and resilience.

CEO Skills:

- Seeks out and understands divergent perspectives on complex science and management issues.
- Possesses exceptional diplomatic skills to manage conflicts and guide groups to consensus.
- Possesses excellent oral and written communication skills; passionately communicates APS's mission, objectives, and successes to diverse audiences.
- Provides mentorship and leadership development to staff and volunteers.
- Ensures meaningful periodic reviews of programs.
- Possesses sufficient business acumen for planning activities, implementation, and review.
- Takes a collaborative, entrepreneurial, or solutions-oriented approach to challenges, as appropriate.

CEO Characteristics

- Is approachable, welcoming, and open-minded.
- Builds consensus; highly collaborative; fosters trust; facilitates discussions and guides decisions.
- Seeks broad and diverse input and input into decision making.
- Inspires confidence.
- Maintains a strong work ethic and personal integrity.
- Brings rigor to the organization.

ANTICIPATED PRIORITIES

APS is a successful nonprofit organization in flux. It enjoys dedicated staff and a very high reputation among physicists worldwide who have contributed to world class journals, meetings, and programs. APS has grown and succeeded. However, it needs to redouble its efforts now to address the changes in scholarly publishing, meetings, and access to funding (whether through government grants or philanthropy). Ideally, the next CEO will address both internal and external needs. Internally, the CEO will need to lead and shape the staff ensuring they are trained as leaders and managers, held accountable to the organization and one other, and take advantage of their strong connection to the mission and members. Externally, the new CEO must understand science policy issues in the US and internationally and the needs of diverse, multidisciplinary audiences.

The leadership and staff identified the following specific priorities that the new CEO can expect to address within the first 24 months of their tenure.

- Develop a sustainable business model and diversify revenue streams to improve long-term sustainability.
- Work closely with the Board of Directors and the Council of Representatives; understand the visions of the Board, Council, and Presidential Line.
- Implement the strategic plan.
- Review and address management and reporting structures.
- Address the changing scientific publishing landscape so that a transition to open access publishing is managed smoothly, with minimal income disruption.
- Create a consultative process; communicate the rationale for final decisions and timelines.
- Stabilize and significantly grow and retain membership.
- Get to know and inspire members, engage student and early career members, and support international members while also reaching out to industry. Make a strong case for why potential members need to be a part of APS.
- Address the growth of the organization, physics as a field, units, membership, and meetings.
- Identify and raise funding for needed physics-related educational and outreach programs, such as career development and under-represented groups in physics.
- Use digital tools to increase the number of and impact of APS's meetings.
- Address office locations and space issues in College Park.
- Pursue organizational culture change initiatives (employee values statement, onboarding process, employee handbook revisions, workforce development and training, peer-to-peer recognition, etc.); improve organizational excellence; seize the excitement and opportunity to create change and improve accountability.

The first 24 months will be a time to create key and lasting relationships and get to know the organization and the environment in which it exists.

AMERICAN PHYSICAL SOCIETY (APS) CEO POSITION DESCRIPTION

SUMMARY

The Chief Executive Officer (CEO) leads a physical science nonprofit membership organization of more than 55,000 members headquartered in the US, overseeing a \$68 million operating budget. The CEO serves as the Society's most senior chief staff officer with ultimate responsibility for overseeing all staff efforts, recruitment, retention, development, and succession planning of approximately 250 staff in three offices, Maryland (headquarters), DC (government affairs), and New York (publishing).

PRIMARY CEO RESPONSIBILITIES

Leadership:

- 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.
- Fulfills the mission and vision of the APS.
- Provides leadership aiming to serve others, build capacity, and develop capabilities.
- Demonstrates a commitment to the Society's values of the scientific method; truth and integrity; diversity, equity, inclusion, and respect; partnering, cooperation, and open collaboration; speaking out on science; and education and learning.

Governance:

- Embraces and drives the vision created in conjunction with Board of Directors, APS Council, and presidential line.
- Defines roles, responsibilities, and expectations among volunteers.
- Stays informed on trends, benchmarking data, and metrics to inform and fulfill the Society's mission and goals.
- Serves on the APS Ethics Committee to address claims of ethical violations, conflicts of interest, and harassment.

Organizational Management:

- Leads and oversees APS senior management team and staff.
- Transmits the Society's vision and strategic plan to staff to fulfill those strategic priorities.
- Cultivates actively a high-performance organizational culture of excellence among staff with clearly defined roles, responsibilities, expectations, and accountability.
- Serves as a change agent to address organizational improvement and achieves the vision of a *One APS*.
- Maintains a broad knowledge of the publications landscape with an eye to the future of publishing and provides CEO-level leadership.
- Provides leadership to staff and volunteers.

Financial Oversight:

- Ensures the Society's financial integrity and sustainability through a robust Board-approved strategic budgeting process and secures new revenue streams (programs, fundraising, etc.).
- Oversees changes to the publications business model (cost, revenue) and competition by commercial enterprises.

Programs:

- Maintains and enhances APS as a world leader in research dissemination and publishing, and its reputation in national and international communities through publications and meetings.
- Conducts business planning.
- Ensures periodic reviews of programs.

Membership:

- Serves as a critical liaison between the members and staff.
- Advocates for collaboration across national boundaries, disciplines, membership types, and career level.

Legal Oversight

- Ensures that legal, regulatory, and ethical obligations are met.
- Operates in accordance with all approved organizational policies and guidelines with the highest integrity.

Public Roles:

- Serves, in conjunction with the President, as a public voice for APS.
- Serves on external boards, committees, and taskforces as necessary.

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

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

END POSITION DESCRIPTION

COMPENSATION & BENEFITS

APS may offer a 5-year written employment contract to the successful candidate. This position may be eligible for relocation support in an amount to be determined. A competitive compensation package will be offered to the successful candidate commensurate with nonprofits of a similar size and scope based on a review of compensation data conducted by Quatt Associates, an independent consulting firm advising tax-exempt entities.

Annually, during the spring and summer the Compensation Committee, comprised of the Presidential Line and the Treasurer, outlines the CEO's annual performance goals, and evaluates the achievement of past performance goals. Salary increases, if any, are recommended by the Compensation Committee with the Board's agreement.

APS offers a comprehensive benefit package to its eligible employees. The 2019 benefits were as follows.

- Annual Time: 15-24 days based on years of service; Sick time: 10 days per year; plus accrued paid time off (personal days and 9-10 holidays)
- Other Leave: Family and Medical, Flexible, Military, Reserve Training, Family Member Deployment, Military Spouse, Volunteer Emergency Responder, Blood/Bone Marrow Donation, Bereavement, Religious Observance, Jury/Witness Duty, Crime Victims
- Health Insurance: Medical and Prescription Drug (Aetna PPO), Dental (Guardian PPO), Vision (VSP)
- Other Insurance: Basic life and accidental death and dismemberment (AD&D), employee supplemental life and AD&D, spouse/domestic partner voluntary life and AD&D insurance, child voluntary life insurance, short/long-term disability
- Health Advocate: Clinical and administrative services for health, behavioral health, and wellness
- Memorial Sloan Kettering Direct Cancer Care: Cancer care services and customized resources
- TIAA 403(b) Retirement Plan: Employees may elect to defer 0-100 percent of compensation, up to the allowable limit, on a pre-tax or after-tax (Roth) basis. APS contributes 10 percent of employee compensation per pay period. One hundred percent vesting occurs after one year of service.
- Eligible to contribute to a 457(b) retirement savings account
- Flexible spending accounts for health care and dependent care
- Commuter benefits, free parking
- College tuition reimbursement
- Employee assistance program

Eligible dependents include employee's spouse, and children to age 26, plus disabled dependent children of any age who meet plan criteria. A choice of three coverage levels, Employee Only, Employee +One, or Family may be available on certain insurance policies. The benefits package may change from year to year.

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 April 30, 2020, 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.

APS expects to hold two sets of in-person interviews with candidates in the Metro Washington DC area on June 6-7, 2020, and San Francisco on July 20-21, 2020. It is anticipated that the search will conclude in the summer of

KEY DATES

Recruitment Period Closes
April 30, 2020
(Rolling Qualification Review)

1st Interview – June 6-7, 2020
Metro Washington DC

2nd/Final Interview – July 20-21, 2020
San Francisco, CA

2020. Nothing in the job posting, Organizational and Candidate Profile, or description shall be construed as an offer or guarantee of employment.

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.



Jackie Eder-Van Hook, PhD
Transition Management Consulting, Inc.
+1-202-244-3163
Candidate Materials: www.TransitionCEO.com/careers
Questions Only: APS2020_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 APS Search Committee and TMC developed this Organizational and Candidate Profile using various data collection methods, including input from selected Board and Council members and staff, discussions with the Search Committee, leadership, and staff input, and review of documents. 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.

American Physical Society is an Equal Opportunity Employer.