President and Chief Executive Officer
Chemical Heritage Foundation

THE SEARCH

The Board of Directors of the Chemical Heritage Foundation (CHF), recently merged with the Life Sciences Foundation, invites nominations and applications for the position of President. As CHF’s chief executive and administrative officer and an *ex officio* member of the Board of Directors and all of its committees, the President will spearhead the Foundation’s strategic planning, capital development, and expansion.

Founded in 1982, CHF is based in Philadelphia and among the world’s most preeminent institutions devoted to fostering an understanding of the international impact of the chemical enterprise and the life sciences on society. The Life Sciences Foundation was established in 2009 and shares a founder with CHF. It is based in San Francisco and is dedicated to inspiring curious minds with the history and continuing significance of biotechnology. Together, they constitute an independent, nonprofit organization that maintains in its museum, library, and archives major collections of historical instruments, fine art, photographs, papers, and books. CHF hosts conferences and lectures, supports research, runs a robust awards program, offers fellowships, and produces educational materials. Its public and educational programs promote a broader appreciation of science and its profound impact on society.

The Board seeks a visionary leader and public figure with a national or international reputation. She or he should demonstrate (i) commitment to preserving the history and legacy of the life sciences, chemistry, chemical engineering, and related industries and appreciate their value, (ii) cultural breadth and curiosity, (iii) the ambition and entrepreneurial spirit capable of elevating the national and international prominence of the Foundation and the subjects it covers, (iv) strength as a communicator and fund-raiser, and (v) a track record of management experience that includes building teams, developing consensus, and making tough decisions. The salary will be competitive with major foundations of CHF’s size.
OVERVIEW OF THE FOUNDATION

Mission
The Chemical Heritage Foundation fosters an understanding and appreciation of the international impact of the chemical enterprise and the life sciences on society. Its staff and fellows study the past in order to understand the present and to inform the future. CHF encompasses a broad range of chemical sciences and technologies related to matter and materials and their effect on our modern world, in territory ranging from the physical sciences and industries, through the chemical sciences and engineering, to the life sciences and technologies.

CHF fulfills this mission by collecting, preserving, and exhibiting historical artifacts, and by promoting original research and scholarship that draws on its impressive collections. CHF engages communities of scientists and engineers, policy makers, and the general public, and tells the stories of the people behind breakthroughs and innovations. An independent nonprofit organization, the Foundation specifically strives to:

- Preserve and tell the story of chemistry, the life sciences, and their technologies and industries across centuries through its major, world-class collections of historical instruments, art, photographs, papers, and books;
- Highlight the role of the life sciences, chemistry, and chemical engineering in meeting current social challenges; and
- Inspire a passion for the history of science and technology.

In bridging the humanities and science, CHF is committed to building a vibrant, internationally recognized community of scholars; creating a rich source of traditional and emerging media; and engaging the broader society through inventive public programs.

History and Milestones
In the 1970s, members of the American Chemical Society became concerned over the potential loss of the wide range of historical materials associated with the chemical enterprise, as well as over the loss of the professional and personal recollections of the leading participants in this enterprise. Finding similar concerns among colleagues at the University of Pennsylvania, they undertook to address their concerns by initiating a sequence of events that eventually led to the Chemical Heritage Foundation of today:

- 1982: The Center for the History of Chemistry (CHOC) is launched as a pilot project of the U. of Pennsylvania and the American Chemical Society (ACS).
- 1984: The American Institute of Chemical Engineers (AIChE) joins as the third sponsor for CHOC.
- 1987: CHOC is incorporated as an independent not-for-profit organization by joint action of the ACS and AIChE and renamed the National Foundation for the History of Chemistry. Major gifts allow the activities of this Foundation to be restructured into two operating units: the Arnold and Mabel Beckman Center for the History of Chemistry (1987) and the Donald F. and Mildred Topp Othmer Library of Chemical History (1988).
1992: The organization assumes its present name, the Chemical Heritage Foundation (CHF), to reflect the widening public scope of its activities. The first issue of the magazine Chemical Heritage is published. CHF launches its first fund raising campaign, “The Unique Partnership”.

1995: CHF receives the Othmer bequest totaling $100 million to establish the Othmer Library of Chemical History and purchases its permanent home, the First National Bank site at Independence National Historical Park in Philadelphia.

2000: The Grand Opening of these facilities occurs.

2008: Culminating a quarter century of collecting, the CHF Museum opens in a facility integrated with a new Conference Center.

2009: The Life Sciences Foundation was established to share biotech’s amazing history.

2012: Work begins to incorporate into the existing CHF site an adjacent building acquired for a new archive facility.

2015: CHF and the Life Sciences Foundation merge, reaffirming CHF’s commitment to the full breadth of the chemical enterprise including the histories of the life sciences and biotechnology and also adding an organizational presence on the West Coast.

Other significant events that have occurred over the Foundation’s thirty years include the acquisition of numerous additional collections; a widening program of awards, events and publications; and a growing network of affiliates, projects, and supporters. The result is a unique organization that embraces its broad mission to preserve, to study, and to broadcast the importance of discovery and innovation. The goal remains to reveal science and technology’s evolution, their cultural role, and their crucial importance for our future.

**Major Components and Programs**

Over its thirty years, the Foundation has attracted extensive material and financial resources in support of a diverse array of programs. Currently, these include:

**The Donald R. and Mildred Topp Othmer Library of Chemical History.**

The Othmer Library chronicles the history of chemistry and early science in thousands of books, papers, images, and works of art. It features primary sources from the 15th through the 21st centuries for studies in the history of chemistry, chemical engineering, and related sciences. The collections capture the full scope of chemical science and technology from its formative alchemical stages to the modern era. These collections include products of CHF’s Oral History Program, interviews with men and women who have contributed to the advancement of scientific knowledge in the 20th and 21st centuries.

**The Roy Eddleman Institute for Interpretation and Education.**

The Roy Eddleman Institute brings the full set of collections to a variety of audiences through public programs, print and electronic publications, and educational materials.

**The Museum at Chemical Heritage Foundation**

The result of 30 years of collecting, the exhibits of the Museum at CHF contain a vast array of apparatus and instrumentation that shaped science in the 20th century, along with graphic material and innovative products. Open to the public, the Museum is situated in the center of a
major historical and cultural thoroughfare, and attracts scientists, engineers, school groups, and local, national, and international visitors.

The Arnold and Mabel Beckman Center for the Study of Chemistry.
The Beckman Center, home to CHF’s research fellowship program and the heart of its academic programming, is the largest source of non-university-based fellowships for historians of science in the United States. The Beckman Center’s community of visiting fellows conducts independent research at the intersection of science and the humanities, organizes international conferences, and publishes academic and popular works.

The Institute for Research.
This Institute joins a strong academic foundation in original research with the passion of a non-profit think tank, using tools like oral histories and case studies to make history relevant to current pressing issues. It shares its original perspectives on contemporary science-based societal challenges with citizen groups, academia, government, and industry.

Educational and Public Programs.
CHF offers a range of lecture series and other programs for various audiences and the public. Descriptions of these may be viewed at http://www.chemheritage.org/visit/index.aspx.

Awards and Events.
The Foundation annually celebrates achievements in chemistry and related fields with awards to leading figures in the world of chemistry and an array of other events, full descriptions of which are available at http://www.chemheritage.org/visit/events/awards/index.aspx.

Governance
The Foundation’s governance structure comprises three bodies. CHF’s Board of Directors consists of 22 individuals with overall responsibility for fiduciary matters and policy determination of CHF and for the appointment and regular evaluation of the President. The Heritage Council, consisting of representatives of 38 organizations affiliated with CHF (see http://www.chemheritage.org/about/affiliates.aspx), serves as an advisory body to the President and staff on programming issues and supports CHF’s mission, enhances communication and collaboration, and provides networking opportunities with appropriate individuals in academia, government, and industry. Members of the Board of Overseers assist CHF in outreach to the general public, in particular those who understand and appreciate chemistry’s impact on society.

Staff
The Foundation’s staff consists of 104 individuals, including historians, librarians, curators, archivists, science education experts, editors, development and public affairs professionals, and other executive and administrative personnel. Those reporting to the President include the Director of the Othmer Library, the Director of the Eddleman Institute, the Director of the Museum, the Director of the Institute for Research, the Director of the Office of the President, the Vice President of Institutional Advancement, and the Vice President of Finance and Administration.

For more information about CHF, please visit www.chemheritage.org.
THE ROLE OF THE PRESIDENT: OPPORTUNITIES & CHALLENGES

The Chemical Heritage Foundation is a collections-based institution. Over the past three decades, CHF has acquired a remarkable collection of materials that embody the heritage of the life sciences, chemistry, and chemical engineering. Continuing to build these collections, and caring for them, is at the heart of CHF’s mission. Also at the core of the mission is the program of research made possible by these collections and by the fellowships for researchers. At the same time, through its own innovations and its successes in attracting support, the Foundation has developed a growing and complex array of programs and activities.

At a Board retreat in February 2012, the leadership initiated a strategic planning effort that spans the period of 2013 – 2017. As CHF approaches the end of its current strategic plan, and in light of the Life Sciences Foundation merger, the organization is poised to consider its next set of opportunities and challenges as part of a new strategic planning process and branding effort. The next President is expected to play a critical role in the development of this new plan for the upcoming years. Each of the issues below offers an opportunity for an ambitious, confident, and entrepreneurial President to contribute to the legacy of the Foundation.

- **Mission and Vision.** As the collections, programs, and activities of CHF have expanded and become more complex, the Foundation has worked to clarify its mission and its vision for the future. The merger with the Life Sciences Foundation has again expanded the scope and geographic reach of CHF. The most recent strategic plan emphasized increasing the impact of the Foundation through a focus on three specific areas. It enhanced its leadership of thought through expanded and reinvigorated research programs. It extended access to its collections through a major digitization program. Finally, it pursued opportunities to grow its international position and influence by connecting formally with other international bodies and developing shared programs. It is anticipated that the new President will continue these efforts and will define the next chapter of the Foundation through a new strategic plan that further sharpens CHF’s identity and clarifies the role that the library, museum, and indeed each of CHF’s program components, will play in the future.

- **Audience.** In the clarification of mission and vision, there is likewise an opportunity to refine the understanding of the multiple audiences appropriately served by the Foundation and its programs and resources. Finding the optimal balance among local, regional, national, and international audiences is important to CHF’s identity, its relevance, and its vision for the future, as is balancing the interests of the life sciences, chemistry, chemical engineering, industrial chemistry, biotechnology and the history/heritage of all five. It is also important for CHF to become more involved, and better integrated, with other bodies that are involved in the scholarly world of chemical heritage.

- **Staff and Programs.** In a continually changing environment, it is increasingly important to sustain the expertise and effectiveness of all members of the staff and to provide staff
development opportunities. Ensuring that all of the programs are working harmoniously in collaboration with one another in support of the mission requires constant attention. Likewise, the reach and effectiveness of the educational and outreach programs should be regularly evaluated and refreshed, keeping abreast of current and innovative approaches. Finally, in a shrinking world, CHF has the opportunity to increase its global relevance and scope through expanded worldwide connections.

- **Financial Strength.** Maintaining and increasing excellence in the Foundation’s holdings and programs requires significant financial resources: a steadily growing endowment as a foundation for pursuing its mission, annual giving support to supplement operations, and capital funds for infrastructure needs. Identifying new sources of funding is an important goal. The new President is expected to play the leading role in increasing CHF’s financial strength, especially the endowment.

- **Institutional Position.** Through addressing the above issues, the new President will have the opportunity to increase CHF’s reputation and prominence globally and to expand its connections with other entities around the world.

**QUALIFICATIONS OF THE PRESIDENT**

The successful candidate for the presidency is expected to bring a combination of professional preparation, executive experience, and personal skills that will enable him or her to meet the above challenges and to lead the Foundation with distinction to a position of greater strength and prominence over an extended term.

- **Academic Preparation.** This preparation could be of several types. The President might possess a terminal degree in the history of science or a related field, along with a solid background and interest in the life sciences, chemistry, and chemical engineering. Alternatively, the President might possess a terminal degree (ideally the Ph.D.) in biological science, chemistry, biomedical engineering, chemical engineering, or a related science, along with deep background and investment in the history and heritage of the chemical and life sciences enterprise.

- **Professional Distinction.** The President will have gained a position of distinction in academia, industry, or cultural institution leadership pertaining to one or more of the fields of history, history of science, biological sciences, chemistry, chemical engineering, and the physical sciences. Moreover, the President will have knowledge of and experience with the world of non-profit institutions, particularly those devoted to cultural heritage, and will have engaged in public programming supporting such areas. The President should demonstrate a deep appreciation for the contributions made by academia and commercial enterprises in chemistry, engineering, and the life sciences. Important to CHF is the centrality of its collections both to the history and heritage of the chemical enterprise and to the research that the Foundation supports.
Executive Experience. The President will have significant leadership experience that illustrates the capability to create an efficient and effective administrative structure, to build and sustain a highly performing team of talented professionals, to unify and inspire the team around a common vision, and to set priorities with a firm hand. Essential here is the ability to extract and express a simple and clear vision in the midst of complexity, as well as to bring different cultures together. Also important is the ability to involve and integrate the governing board at an appropriate level in the Foundation’s operations.

Management Skills. The President will likewise possess exceptional skills at managing a staff of professionals with clarity and diplomacy, exemplified by creating an atmosphere that encourages cooperation and collaboration, by delegating responsibilities effectively, by consistently holding oneself and others accountable for their work, and by building trust.

Board Experience. The President reports to a distinguished Board of Directors and is responsible for implementing its governance and financial decisions. The President should have experience that will enable her or him to develop and maintain a collaborative engagement with the Board. Experience working with or reporting to a volunteer board would be an advantage.

Fund-Raising Experience and Skills. The President will have successful experience as a fund-raiser, demonstrating the ability to excite donors about an organization’s enterprise and to link donor interests to the fundamental needs of the organization, all in close collaboration with the advancement staff.

Business Orientation. In addition to fund-raising, the President will possess other skills essential to managing CHF as a business, such as intelligent budgeting, analysis and generation of innovative revenue streams, and careful expense control.

Public Presence and Communication Skills. The President will be an extremely articulate writer and speaker, with the charisma and the oratorical skills that inspire enthusiasm and commitment among many and varied audiences.

Personal Style. The President will be enthused by the opportunities and challenges that present themselves to CHF, will move easily and with an amiable manner in a wide variety of social milieus, and be comfortable with the extensive travel necessary to carrying out the Foundation’s mission. Within CHF, the President will be approachable to the staff and take a real interest in their work.

Leadership Values: The President will embody the essential values of high integrity, careful listening, commitment to mission, and celebration of success.
TO APPLY

The Chemical Heritage Foundation has engaged Isaacson, Miller, a national executive search firm, to assist with this search. Inquiries, nominations, and applications should be directed in confidence to the firm as directed below.

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