

NATIONAL SCIENCE FOUNDATION

4201 WILSON BOULEVARD
ARLINGTON, VIRGINIA 22230

June 30, 2015



Dear Colleague:

We have initiated a national search for the National Science Foundation's Head, Office of Integrative Activities (OIA) and seek your assistance in the identification of candidates.

OIA works across disciplinary and economic boundaries to lead and coordinate strategic programs and opportunities that advance research excellence and innovation. The office also develops critical human and infrastructure capacity for the U.S. science and engineering enterprise. The Office Head is a member of the NSF senior management team, and communicates and interacts with all of the staff, programs, and activities of the Foundation. The incumbent advises the Director, Deputy Director, and other senior managers on issues related to interdisciplinary research and collaboration. The Office Head currently leads a diverse group of 36 program managers, analysts, and support staff at NSF headquarters. Enclosed is an information sheet that summarizes the office's activities, the responsibilities of the position, and the criteria used to evaluate prospective candidates.

I am pleased to announce that Dr. Diane Souvaine, Vice Provost for Research, Tufts University, will chair the search advisory committee. I appreciate her willingness to lend her time and expertise to help us fill this vital position.

We seek your help in identifying candidates with these qualifications: outstanding leadership; a deep sense of scholarship; a grasp of the issues involved in complex, often interdisciplinary, scientific collaborations among a diverse community of researchers and stakeholders; and the ability to serve effectively as a key member of the NSF management team. Recommendations of individuals from any sector — academic, industry, or government — are welcome. The National Science Foundation is an equal opportunity employer committed to employing a highly qualified staff that reflects the diversity of our nation.

Please send your recommendations, including any supporting information that you can provide, to the OIA Search Advisory Committee via email (oiarsch@nsf.gov) or via postal mail to: National Science Foundation, Office of the Director, Suite 1205, 4201 Wilson Boulevard, Arlington, VA 22230. We would appreciate receiving your input no later than September 30, 2015.

Your assistance in this very important task is appreciated.

A handwritten signature in blue ink, reading "France A. Córdoba".

France A. Córdoba
Director

Enclosures

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Search Advisory Committee Review Criteria Head, Office of Integrative Activities (OIA), NSF

We are seeking demonstrated evidence of:

Strategic Vision

- Broad knowledge of the current intellectual challenges and opportunities involving the integration of science, engineering, and education.
- Ability to think strategically and formulate cohesive plans for integrative research and education activities, partnerships, and collaborations, especially at the interfaces of, and boundaries with, other disciplines.
- Ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Includes the ability to establish an organizational vision and to implement it in a continuously changing environment.

Leadership, Direction, Representation

- Ability to lead people toward meeting the organization's vision, mission, and goals. Includes the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts. Ability to provide innovative and transformative leadership of people, reflective of NSF's organizational values.
- Ability to serve effectively as a member of NSF's senior management team, helping to develop consensus both within OIA and across the agency on policy and plans.
- Ability to plan, prioritize, and coordinate interagency research and education programs and to forge government-industry-university partnerships.
- Ability to manage an organization consisting of approximately 36 scientific and administrative professionals; ability to manage human, financial, and information resources strategically.
- Ability to communicate NSF policy and strategic plans to the external community, including the public, Congress, industry, and colleagues in other disciplines.
- Ability to meet organizational goals and customer expectations. Includes the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.

Commitment

- Commitment to transforming the frontiers of science and engineering, stimulating innovation and addressing societal needs through research and education, and excelling as a federal science agency goals of the NSF Strategic Plan and to the strategies for achieving these goals through developing intellectual capital, integrating research and education, and promoting partnerships and an ability to conceptualize the role of international scientific collaboration in achieving those goals.
- Commitment to the appointment and development of a highly qualified staff that reflect the diversity of our Nation and to the equitable representation of underrepresented groups and institutions on advisory committees, in workshops, and proposal review panels.
- Commitment to equitable representation of underrepresented groups in the national enterprise.

Credibility within Research and Education Community

- Substantial research contributions and experience in academic, government and/or private national research and education endeavors as evidenced in publications, innovative leadership in research administration and/or professional leadership awards. Ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments and research institutions, and other organizations to achieve common goals.
- Demonstrated commitment to scholarship and significant scientific contributions, with an emphasis on scientific outreach and collaboration.
- Broad understanding of universities and other institutions where research and education are conducted.
- Familiarity with the existing U.S. infrastructure that supports research and education.

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**The National Science Foundation
Office of Integrative Activities**

The **National Science Foundation (NSF)** is an independent agency of the United States Government. Its vision is to enable the Nation's future through its strategic goals of transforming the frontiers of science and engineering, stimulating innovation and addressing societal needs through research and education, and exceling as a federal science agency. The Foundation seeks to realize these goals using five core values: scientific excellence, organizational excellence, learning, inclusiveness, and accountability for public benefit. NSF invests in research and education that will advance the frontiers of knowledge and establish the Nation as a leader in transformational science; cultivate a world-class, broadly inclusive science and engineering workforce and scientifically literate citizenry; build the Nation's research capacity with critical investments in advanced instruments, tools and facilities; and cultivate a capable and responsive organization that promotes excellence in science and engineering research and education.

The **Office of Integrative Activities (OIA)** is part of the NSF Office of the Director. OIA is the hub for interdisciplinary collaboration across the Foundation. The office coordinates major agency-wide initiatives, such as Science and Technology Centers (STC) and EPSCoR, the Experimental Program to Stimulate Competitive Research. OIA monitors and evaluates NSF research programs, and also analyzes agency policy. The office manages the Foundation's broadening participation efforts, including the Congressionally-mandated Committee on Equal Opportunity in Science and Engineering (CEOSE). OIA administers NSF's Alan T. Waterman Award and the National Medal of Science, the nation's highest honor for scientists and engineers, while also directing ad hoc projects to address specific priorities identified by the NSF Director.

The **Head, Office of Integrative Activities (OH/OIA)**, provides leadership and direction for the sections, programs, and initiatives within OIA. The incumbent is responsible for planning and implementing programs, priorities, and policy within the framework of statutory authority and the authority of the National Science Board. The Office Head reports to the NSF Director, and is a key member of the NSF senior policy and management team. Prospective candidates must have outstanding leadership abilities, a deep sense of scholarship, clear vision regarding opportunities and issues in scientific collaboration, and a commitment to attaining agency goals.