



**SFEI** | **AQUATIC  
SCIENCE  
CENTER**  
SAN FRANCISCO ESTUARY INSTITUTE & THE AQUATIC SCIENCE CENTER

**EXECUTIVE DIRECTOR**

## UNIQUE OPPORTUNITY

This is an exciting opportunity to lead a well-respected scientific organization whose opinion is sought out by decision-makers around the state.

## THE INSTITUTE

The Aquatic Habitat Institute was formed in 1986, during a time of significant contention among water quality regulatory agencies, dischargers, and environmental advocates over the condition of the Estuary. Representatives of these interests believed that management of the Estuary would be enhanced if all sides involved in the debates over water quality policy had access to sound, objective scientific information regarding pollutants and pollutant effects in the Estuary. Out of the Aquatic Habitat Institute, the San Francisco Estuary Institute (SFEI) was formed in 1993 to address the need for independent, credible science to inform management of the San Francisco Bay-Delta Estuary and its watershed. Since then, SFEI has grown to become a nationally-recognized center for environmental science with a staff of 50 professionals and an operating budget of \$10 million, providing information and tools that are indispensable to managers in the region and the state and serve as a model for the country and the world. SFEI has a broadly representative board of directors which includes scientists, dischargers, regulators, and non-governmental organizations.

Over the past 20 years, SFEI has informed numerous management decisions and is now at the forefront of forward-looking applied science to guide the management of water quality, implementation of green infrastructure strategies, climate change adaptation, and many other areas. The Institute has three technical program areas.

The **Clean Water Program** works closely with managers, regulators, planners, and other decision-makers throughout the state to understand, anticipate and meet their needs for scientific and technical support. The Regional Monitoring Program for Contaminants in San Francisco Bay (Bay RMP) is the flagship of the Clean Water Program. The Bay RMP, now in its 22nd year, demonstrates all of the elements that are desired for a program of science in support of water quality management: forums for communication, forward planning, high quality monitoring and research, and synthesis and communication of information in understandable and usable forms. Other major efforts in the Clean Water Program address nutrients in the Estuary, water quality monitoring in the Delta, and bioaccumulation monitoring in California. It is funded by discharger contributions.

The **Resilient Landscapes Program** creates a wide range of tools to track, understand, and manage our changing landscapes. Synthesizing ground-breaking studies of natural landscape processes ("historical ecology") with contemporary analyses, Resilient Landscapes helps scientists, managers, and the public identify ways to increase the resilience and adaptability of our landscapes to future changes in climate and land use. Assessment tools such as CRAM and the EcoAtlas help evaluate the individual and cumulative performance of restoration and management efforts towards landscape- and watershed-scale management goals. The Program also collaborates with leading cultural institutions to broaden public engagement with these topics, including the current exhibit *Above and Below: Stories of San Francisco Bay* at the Oakland Museum of California.

The **Environmental Data, Information, and Technology Program (EDIT)** develops software solutions to serve the Institute's scientific

communication objectives. EDIT employs a wide range of programming, mapping, and database technologies to transform environmental data into information that can be readily consumed and understood by project stakeholders. To achieve these outcomes, EDIT harnesses the varied expertise of four teams: Geographic Information Services, IT Systems, Web Application Development, and Data Technical Services. Together, the EDIT teams partner with many other organizations and state agencies to form collaborative and seminal projects. As the steward of a Regional Data Center, EDIT compiles existing data, generates new datasets, and conducts original analyses and syntheses of data. As a partner to the state's Water Quality Monitoring Council, EDIT provides technical leadership on the state's public outreach efforts through its workgroups and portals. Moreover, EDIT also provides technical support to the other programs of the Institute and forms an integral component of their projects.

In 2011 the Institute developed a Strategic Plan to enhance the already considerable impact of the organization on promoting the health of aquatic ecosystems. Implementation of this Strategic Plan is going to be a primary focus of the Institute for the next several years.

<http://www.sfei.org/about/strategic-plan>

SFEI also serves as the administrative agency for the Aquatic Science Center (ASC), an agency created by a Joint Powers Agreement originally made and entered into by and between the State Water Resources Control Board and the Bay Area Clean Water Agencies.

For further information regarding SFEI, please see the website at: [www.sfei.org](http://www.sfei.org)

## THE AREA

The SFEI office is located in Richmond, a growing maritime, industrial and residential community within close proximity to San Francisco. With 32 miles of shoreline on San Francisco and San Pablo Bays and easy access to other parts of the greater Bay Area, Richmond is an ideal location for the Institute's headquarters.

Home to a well-educated populace, two-thirds of Bay Area residents have education and training beyond high school, and well above 40 percent have graduated from college and beyond. More than 35 colleges and universities comprise the Bay Area's world-class educational and research facilities which include Stanford University, UC Berkeley, San Francisco State, the



**SFEI's Clean Water Program works with stakeholders to develop water quality monitoring plans, conducts the monitoring, and provides the information to decision-makers in forms that are readily understood and used.**

University of San Francisco, and numerous local community colleges. The National Research Council (NRC) rates the University of California, Berkeley (UC Berkeley) and Stanford University as the two top-ranked graduate schools in the country.

Recreational, cultural and entertainment points of interest abound in the area as well - Fisherman's Wharf, East Bay Regional Park District, Jack London Square, the California Academy of Sciences, and Golden Gate Park are just a few of the options in addition to restaurants offering the finest cuisine on the west coast. Depending on the season, sports fans can take in a Giants or 49ers game in San Francisco, or watch the A's, Raiders or Golden State Warriors in action in nearby Oakland.

## SFEI MISSION

To provide scientific support and tools for decision-making and communication through collaborative efforts that promote healthy aquatic ecosystems.

## GOVERNING BOARD

The Board of Directors is comprised of persons with demonstrated interest or expertise related to the goals and objectives of SFEI. In appointing Directors, the Board ensures that a balance of interests in use and protection of the Estuary is maintained on the Board, and that expertise in science and management is present. The Board includes a balance of environmental, business and user groups so that regulatory, management and scientific interests are represented.

## THE POSITION

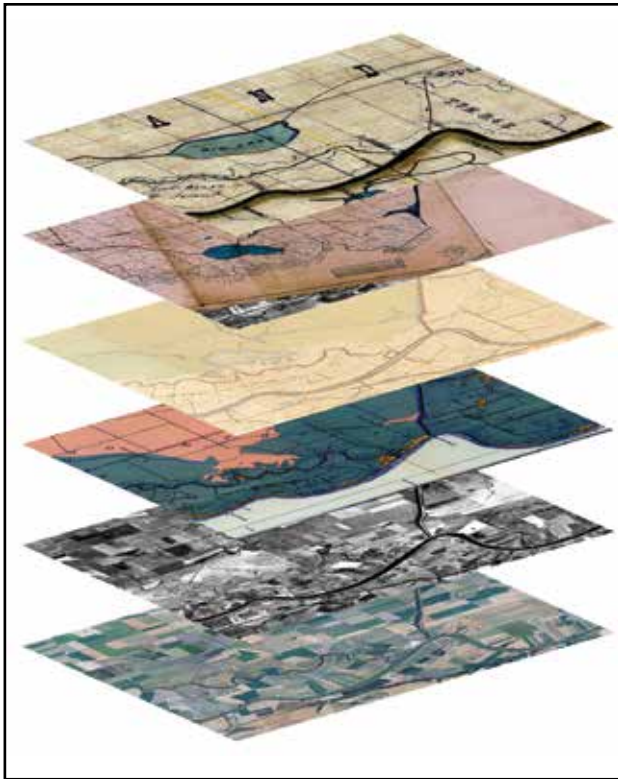
Under the general direction of, and working in partnership with, the Board of Directors (Board), the Executive Director provides leadership, vision, and overall direction of SFEI staff, business and operations. He/she works within guidelines established by the Board of Directors, represents the organization as a whole, develops and regularly updates the organizational strategy to broaden the impact of SFEI's programs, and oversees the operational means by which the Institute pursues its mission and serves its constituents. The Executive Director implements policies approved by the Board, develops strategic initiatives and oversees their implementation, represents the organization among stakeholders, and insures that the scientific integrity of the organization is maintained. Along with the Board, he/she is fiscally responsible for the organization as a whole.

Duties include but are not limited to:

- Directs SFEI's financial activities to fund operations, ensure projects and programs stay within budget, maximize productivity and returns on investment, and increase efficiency.
- Confers with Board members and staff to discuss issues, coordinate activities, and resolve problems.
- Directs or coordinates activities of SFEI staff and departments in pursuit of mission, goals, and objectives.
- Analyzes operations to evaluate SFEI's performance and its staff in meeting objectives or to determine areas of potential cost reduction, program improvement, and policy revisions/changes as needed.
- Leads efforts to identify and pursue a diverse array of funding sources, including supporting the Boards' involvement in revenue and fund development, and supervising the implementation of fundraising plans and policies by the Board.
- Conducts multi-year analysis, including trends and anticipated risks; engaging the Board in strategic discussions regarding financial stability and sustainability, including the development of adequate operating reserves.
- Directs, plans, or implements SFEI policies, objectives, and activities to ensure continuing operations.
- Oversees preparation of budgets for approval, including those for funding and implementation of programs.
- Negotiates or approves and ensures compliance with contracts or agreements with suppliers, distributors, partners, federal or state agencies, or other organizational entities.
- Insures that appropriate review takes place of scientific and technical products submitted by staff members and project partners.
- Appoints department heads or managers and assigns or delegates responsibilities to them.
- Directs human resources activities, including the approval of human resource plans or activities, the selection of directors or other high-level staff, or establishment or organization of major departments.
- Hires, manages, and develops direct reports, including program directors.
- Periodically reviews policies and procedures.
- Insures that timely and regular financial statements are submitted to the Board that compare performance to budget and other indicators of financial health insuring adequate cash flow to cover operational needs.
- Represents SFEI/ASC in key associations and organizations, serving on committees and advisory groups, and speaking in public settings and scientific/management conferences.
- Develops and refines staff Job Descriptions, job evaluation process, performance management philosophy and processes.
- Develops and refines staff performance improvement and disciplinary action processes.



***CRAM is a cost-effective and scientifically defensible rapid assessment method for monitoring the conditions of wetlands throughout California. Using web-based technology developed by SFEI's Environmental Data and Information Technology (EDIT) program, CRAM practitioners can effectively assess and communicate ambient conditions within watersheds, regions, and throughout the State.***



*Historical maps, synthesized with other data, help us understand how the landscape works. SFEI's Resilient Landscapes Program is a pioneer in using these data to inform environmental restoration and management strategies. (From the Sacramento-San Joaquin Delta Historical Ecology Investigation [Whipple et al. 2012]; images [top to bottom]: Hall ca. 1880, courtesy of the California State Archives; Haviland 1914, courtesy of Reclamation District 999; USGS 1909-1918; Carpenter and Cosby USDA 1930; USDA 1937-1939; and USDA 2005)*

## THE IDEAL CANDIDATE

In accordance with SFEI's ambitious strategic plan, the ideal candidate will be a proven leader and visionary implementer with experience managing large scale change. The successful candidate will join a semi-academic work setting and lead a diverse group of environmental scientists and administrative support staff whose mission is to foster development of the scientific understanding needed to protect and enhance the San Francisco Estuary. The Executive Director will excel at developing and stewarding strategic partnerships, be at home in a scientific organization, and possess a strong suite of skills in the area of communications, financial management, board relations, and strategic and operational planning.

### Education and Experience

Ten years of experience managing scientific research, resource conservation or closely-related projects or programs with at least five years of supervisory experience will be expected in addition to a Master's degree.

### Desired Qualifications

In addition to the above, the Board of Directors has also identified the following desirable qualities in the ideal candidate:

- Experience building partnerships and creating business relationships with public agencies and private funders/partners

- Experience in participating and playing a key role in organizational change and growth in organizational budget size and range of impact
- Experience communicating the merits of technology in support of the organizational mission
- Ability to raise the public profile of SFEI, forge new partnerships and diversify income streams
- Outstanding communications skills, both interpersonal and with external audiences
- Experience working with public agencies
- Experience working with nonprofits
- Prior experience as an agency head, or nonprofit or private sector executive director reporting to a board of directors
- Brings contacts and relationships to SFEI that can lead to increased visibility and funding
- Politically astute, with knowledge of the current landscape of players involved in the health of the Bay and Delta: public agencies, regulators, stakeholders and other NGOs and funders
- Understanding of natural resources of estuaries, wetlands and watersheds, and the regulations that govern them
- Ability to facilitate and develop scientific frameworks for addressing management issues based on sound peer-reviewed scientific protocols and dialogue between regulated entities, regulators, and policy-makers

## COMPENSATION AND BENEFITS

Salary is open and negotiable dependent on qualifications. Benefits include health insurance for the employee and dependents, life insurance, 403(b) plan with employer match, section 125 plan, paid vacation and paid sick leave.

## APPLICATION PROCESS AND RECRUITMENT SCHEDULE

To be considered for this position, please submit a resume (which includes months/years of employment and size of budgets/staffs managed) and cover letter, including current salary and the names of six work-related references, directly to:

**CPS HR CONSULTING**

Pam Derby

CPS EXECUTIVE SEARCH

241 Lathrop Way • Sacramento, CA 95815

Tel: 916 / 263-1401 • Fax: 916 / 561-7205

Email: [resumes@cpsshr.us](mailto:resumes@cpsshr.us)

CPS web site: [www.cpsshr.us](http://www.cpsshr.us)

The final filing date for this position is **Sunday, February 16, 2014.**

Resumes will be screened in relation to the criteria outlined in this brochure. Candidates with the most relevant qualifications will be invited to a preliminary screening interview conducted by the consultant on an ongoing basis. cursory reference checks will be conducted on a group of candidates SFEI will invite to panel interviews. Thorough reference and background checks will then be conducted on top finalists who will participate in a final interview process with the Board of Directors.