



## *Executive Director Search*

### **Organization Overview**

Registered in Zurich, Switzerland, the International Union of Pure and Applied Chemistry (IUPAC) was [founded](#) in 1919 by academic and industrial chemists who shared a common goal - to unite a fragmented global chemistry community for the advancement of the chemical sciences via collaboration and the free exchange of scientific information. Throughout its long history IUPAC has fulfilled that goal through the creation of a common language for chemists around the world so that they could effectively communicate despite their native language and the standardization of processes and procedures.

Today, that tradition of creating a common language has been extended to include both humans and their laboratory equipment. The practice of chemical research in today's digital environment is quite different from that of even a decade ago. It requires that standards be developed for the data packages that are produced, for the systems through which they are shared, and for the repositories in which they are preserved so that research results are findable, accessible, interoperable, and reproducible (FAIR). IUPAC has assumed a leadership role in the development of such standards in collaboration with other Scientific Societies and Unions around the world. IUPAC's mission also includes actively fostering sustainable development.

The formal members of the Union are the [National Adhering Organizations](#) (NAOs), each of which represents the chemists in its country. An NAO may be a national chemical council, a national society representing chemistry, a national academy of science, or any other institution or group of institutions that are representative of national chemical interests. IUPAC currently has 54 National Adhering Organizations. The NAOs, together with the IUPAC [Company Associate](#) Members, [Affiliate Members](#), and thousands of dedicated volunteers, form a global chemistry network. In addition, IUPAC has formal and informal ties to international organizations that touch on every aspect of society.

The Governance of IUPAC is accomplished through three inter-related units: the [Council](#), the [Bureau](#), and the [Executive Committee](#). In addition, the goals and objectives of the Union are fulfilled through the activities of the [Standing Committees](#), [Divisions](#), three Commissions, and other requisite bodies as determined by the Council. IUPAC's work is accomplished by the more than two thousand dedicated volunteers from its global community of [members](#) who work

through the established IUPAC bodies and *ad hoc* Task Forces to meet their goals. They are supported in their efforts by the IUPAC [Secretariat](#) currently located in Research Triangle Park, NC, USA, and the IUPAC [Leadership Team](#). (Click [here](#) to view IUPAC's administrative framework/organizational chart. Note that the organizational structure has been under review and Council will vote on the recommended changes in the coming months). All of IUPAC's activities are aligned with the current IUPAC [Strategic Plan](#), [Mission](#), and [Vision](#) (all updated in 2015) and are guided by a set of intrinsic core values that permeate all aspects of the Union's professional scientific behavior.

IUPAC is defined and governed under Statutes, Bylaws, and Standing Orders as adopted by the Council in 1975. These have been updated with the approval of Council as of May 5, 2021 and can be accessed [here](#).

The major challenges facing IUPAC today are:

- Balancing revenue growth with the IUPAC Mission of advocating the free exchange of information
- Building the Centenary Endowment Fund
- Leveraging and preserving IUPAC's digital and non-digital assets
- Growing national and individual membership
- Maintaining/increasing revenue from publications in a world of Open Access
- Ensuring that scientific information and data is both human and machine-readable
- Ensuring that scientific data is FAIR (Findable, Accessible, Interoperable, and Reusable) through the development of standards in chemical and machine-readable language
- Enhancing engagement with the chemical and related industries
- Strengthening IUPAC's relationship with other international organizations and chemical societies while developing new associations
- Responding quickly to global crises in a highly volatile and interconnected world
- Communicating all we do externally and keeping our stakeholders informed
- Improving chemistry public image and raising awareness about the key role of IUPAC in solving our most pressing challenges

## **Executive Director Overview**

The IUPAC Search Team seeks candidates with an advanced degree in a scientific or technical discipline and with at least ten years of relevant proven experience in the following: strategic planning; thought leadership in programme development; organizational management; financial planning and budget management; branding; revenue generation; and use of requisite business technology. The ideal candidate will be an innovative strategic thinker who will lead IUPAC in the evolving digital era of scientific discovery. He/she will be a person who keeps a finger on the pulse of issues emerging in the global scientific community, but who is also capable of hands-on management. Candidates for the position will be financially-skilled and

politically-astute leaders (the latter is essential due to the diverse geo-political landscape of IUPAC's primary members, the NAOs). Candidates must have the proven ability to set clear priorities, manage operations, and prioritize the multiple projects and diverse [activities](#) that are being carried out by its dedicated volunteers spread around the globe.

The new Executive Director will work collaboratively with the elected officers of the Union, reporting through the Secretary General and the Treasurer to the President, Executive Committee, Bureau, and Council to manage and carry out all the duties of the organization. He/she will be responsible for supervising a staff of four full-time employees – three of whom work on site at the Secretariat office in Research Triangle Park, NC, USA, and the fourth, an Associate Director, who has an office in the chemistry department at Boston University, Boston, MA, USA. Remote work by the Executive Director may be considered, but time at the Secretariat is required as is international travel due to the global nature of the Union.

The Executive Director will serve as an advisor to the Executive Committee and Bureau. The Executive Director will also serve as the external “face” of the organization and will participate as needed in conferences, meetings, and seminars sponsored by other scientific organizations. Note that IUPAC holds a World Chemistry Congress every other year (the most recent was held virtually in 2021) and IUPAC NAOs submit proposals to hold the Congress well in advance of the year in question. For example, the Council chose the winning proposal for 2027 at their meeting in 2021. The Executive Director is required to make site visits as Congress planning evolves.

The Executive Director will be evaluated annually by the Secretary General, currently Professor Richard Hartshorn, with input from the Treasurer, currently Professor Wolfram Koch.

## **Essential Duties and Responsibilities**

Under the broad supervision of the Executive Committee, the IUPAC Executive Director will be responsible for the overall business of the Union with an emphasis on the following functional areas and activities:

### **Strategic Thinking and Planning**

- Identify emerging key policies and economic, political, and social trends that could impact the organization. Be a catalyst for change if needed.
- Align the resources (financial, human, programmatic) required for a successful implementation of the Strategic Plan through a periodic review of the IUPAC infrastructure (staff, systems, processes) and revise as needed.
- Support the periodic analysis of the IUPAC business model with a vision for the future growth of the organization; recommend changes, implement as appropriate.
- Support IUPAC's Mission and Strategic Plan through inspired leadership and vision.

### **Programme Planning**

- Provide thought leadership in all IUPAC programmes.

- Actively participate in the high-level planning of the IUPAC World Chemistry Congress (WCC), General Assembly (GA), and World Chemistry Leadership Meeting (WCLM) to ensure that these meetings are carried out effectively by the host nation/society and that the IUPAC brand is prominent.
- Ensure that programmes meet quality standards as set forth by the organization. Identify processes and metrics to conduct evaluations and measure programme impact.
- Oversee all pre/post WCC, GA, and WCLM programme activities and reporting.

### **Member Recruitment**

- Support the Finance Committee in the periodic analysis of the IUPAC membership and dues structure and bring a fresh perspective on new sources of members.
- Continue to develop a compelling value proposition for members.
- Recommend new approaches to growing membership.
- Manage membership outreach, recruitment, and renewals.

### **External Relations | Marketing & Branding**

- Continue to refresh and build the IUPAC “brand” through an analysis of existing materials, the IUPAC website, and other branding documents; recommend changes to the Executive Committee.
- Integrate new technologies into how IUPAC does its work both internally and in its communication outreach.
- Serve as an active participant in conferences and meetings sponsored by other scientific organizations.
- Build new relationships and partnerships to advance IUPAC’s mission and its thought leadership in the global scientific community.
- Manage external relationships related to IUPAC Council/Executive Board and/or fund raising or those that support IUPAC activities.
- Interact and build relations with IUPAC’s National Adhering Organizations.
- Serve as the external face of the Union, as appropriate, with academia, government, industry, the non-profit world, and the general public.
- Work collaboratively with the IUPAC Officers and Associate Director to create a holistic communications strategy that supports development work and the global building/strengthening of the IUPAC brand.
- Communicate the policies established by the IUPAC Council, Bureau, Standing Committees, and Divisions.
- Oversee all IUPAC publications, including *Pure and Applied Chemistry*, *Chemistry International*, *Chemistry Teacher International*, and the diverse monographs and White Papers that are created by IUPAC bodies.

### **Financial Accounting**

- Work with the Treasurer and Finance Committee in the development of the annual budget (currently ~\$1.5 million US dollars).

- Manage the annual budget and oversee the management of monthly cash flows, budget reconciliations, and bank statements.
- Supervise the management of all financial matters, including bill payment, pension oversight, insurance, banking relationships, office and equipment/software lease negotiations, publisher contracts, investments, audits, purchasing of supplies, tax filings, payroll services, and trademark and copyright retention.
- Monitor, analyze, and recommend changes in financial institutions and investment policies.
- Negotiate and manage multiple contracts efficiently and ensure the timely payment of obligations in connection with these contracts, including publications, intellectual property, and license agreements.
- Ensure up-to-date and detailed recording of obligations and expenses in the IUPAC financial systems. Understands how the organizations uses funds and works synergistically with the Financial Controller and Auditors.
- Prepare diligently for the auditing process and promptly act on issues that may arise during auditing of financial statements (w/Financial Controller).

#### **Human Resources**

- Manage the Secretariat office and foster a positive and productive workplace with an organizational culture that promotes excellence and the standing of the Union and a culture of service to all stakeholders in IUPAC.
- Oversee the full range of Human Resource activities, including staff recruitment, compensation and benefits, training and development, employee relations, performance evaluation, and termination, as appropriate. Recommend annual salary increases and bonuses, as appropriate.
- Oversee all Human Resources requirements from legal and financial aspects.
- Lead ongoing reviews and revisions of Human Resource policies and procedures and update as needed. Maintain current knowledge of trends and issues in the field of Human Resources and lead efforts to recommend, disseminate, and implement new or amended policies. Update the employee handbook as needed.
- Periodically review compensation and practices. Ensure that the benefits package remains effective and competitive in terms of the benefits provided while at the same time containing costs. Ensure that the Finance Committee has the tools to carry out its responsibilities. Administrate, communicate, and assist with staff benefits and claims.
- Oversee and participate in the preparation of payroll. Maintain personnel files, including staff appraisals, salary history and benefits data. Refine and maintain the automated Human Resources database and maintain effective security to ensure strict confidentiality of personnel records. Prepare the annual budget and semi-annual update of salary and benefit costs.
- Assess staff development needs and identify appropriate training opportunities.
- Support an environment and culture which fosters diversity, inclusion, development, and high performance.

## Relations with Internal Governance

- Collaborate with and provide trusted advice and support to the IUPAC Executive Committee, Bureau, Standing Committees, Divisions, and other *ad hoc* bodies.
- Carry out the day-by-day activities of the organization under the broad policy direction set by the Executive Committee.
- Oversee the preparation and distribution of materials required for Executive Committee, Bureau, and Council meetings.
- Create and coordinate materials for elections (Bureau, Executive Committee, Divisions, Standing Committees).

## Required Background and Experience | Desirable Qualities and Characteristics

IUPAC seeks an articulate, strategic, visionary leader who can navigate the complexities of working in a global scientific Union and effectively interacting with Members and dedicated Volunteers who operate in diverse global geo-political environments. Ideal candidates for the position will be passionate about the IUPAC Mission; exude a poised, confident, executive presence; and manifest strategic leadership, professionalism, and diplomatic interpersonal acumen. Candidates will be expected to be capable of serving as a trusted advisor throughout the organization and be relied upon to exhibit sound judgment and discretion. Candidates will bring executive experience to the table to ensure that IUPAC continues to effectively lead its Members as the practice of chemistry and the related chemical sciences continues to adapt in this era of evolving digital scientific discovery.

Suitable candidates will have an advanced degree in a scientific or technical discipline (chemistry is preferred, but the other required skills outweigh the discipline) and bring a minimum of ten years of relevant experience through which he/she will have demonstrated the following

- Exceptional leadership and interpersonal skills.
- Superior communication skills, both oral and written English, and the ability to interact effectively and diplomatically with scientific leaders throughout the world.
- Sensitivity to the collaborative nature of an organization whose work relies on a global network of volunteers.
- Ability to motivate, inspire, and work effectively with others in a small, delocalized team.
- Ability to effectively handle multiple activities simultaneously.
- Ability to plan strategically and think tactically.
- Ability to collaborate with and motivate volunteer governance bodies.
- Ability to formulate and execute the IUPAC budget ((currently ~\$1.5 million US dollars).
- A proven track record in project management.

- Proficiency in the use of modern business software and technology. Excellent computer skills with superior knowledge of Microsoft Office® Suite software (Word, Excel, Power Point, Access).
- Effective problem-solving skills.
- A spirit of innovation, entrepreneurship, and creativity.
- Strong social media skills and a willingness and ability to learn appropriate new technologies as they emerge.

Preference will be given to candidates who can show in addition:

- A meaningful background in the management of science and technology
- Experience with business/systems analysis, strategic planning, the implementation of plans, and their ongoing evaluation
- Experience in fundraising
- Fluency in an additional language

IUPAC offers a competitive salary and an attractive benefit package which is commensurate with the responsibility of the position. The specific conditions will be adapted to the local situation if the place of employment is outside of the U.S.A.

Interested applicants are asked to send their applications, including, a cover letter, current CV, and the names and contact details of three references, by e-mail to **[rhartshorn@iupac.org](mailto:rhartshorn@iupac.org)** by **30 April 2022**.

*A well-crafted cover letter outlining how your background and experience relate to the position is a required element and will be considered an important part of the candidate review process.*

For more information, please contact: Professor Richard Hartshorn, IUPAC Secretary General, [rhartshorn@iupac.org](mailto:rhartshorn@iupac.org)

*IUPAC is an affirmative action / equal opportunity employer  
and is committed to a diverse and inclusive workplace.*