

NYBG

**An Invitation to Apply for the Position of
Dean of the International Plant Science Center and Chief Science Officer
New York Botanical Garden**
New York, NY

The Search

The New York Botanical Garden (“NYBG”), one of the world’s great centers for plant and fungal research and conservation, seeks a dynamic and collaborative leader to serve as its next Dean of the International Plant Science Center and Chief Science Officer (“Dean”). With a venerable history, prestigious and extensive research program, this institution is a leading advocate for the plant kingdom and a leader in the study of plant biodiversity, endangered species, and habitats on a global scale. An institution builder, leader, and fundraiser, the new Dean will have the extraordinary opportunity to direct both a team of world-renowned scientists and the scientific and conservation work of NYBG.

NYBG pursues its mission through the wide-ranging research programs of the International Plant Science Center (“IPSC”), including its world-class herbarium and library collections; its role as a museum of living plant collections arranged in gardens and landscapes across its National Historic Landmark site; and its comprehensive education programs in horticulture and plant science. As the IPSC moves into the future, NYBG seeks a Dean with intellectual weight and considerable research credibility in botany, life science, or a related field, who sees opportunities across disciplines of science for introducing more applied research into the portfolio.

The Dean will lead strategic positioning and planning for Science at NYBG and must be a fluent and enthusiastic interpreter of plant science to a broad audience. Specifically, the Dean will provide research direction for the NYBG that will contribute significantly to: advancing plant biodiversity science; mitigating the effects of climate change; addressing opportunities arising from the interaction of humans and plants; developing new approaches to make research in plant science more meaningful in a 21st century world; and ensuring the IPSC is financially self-sustaining over the long-term. This direction illustrates a broadening of the scientific goals of the Garden as it seeks to actively identify ways its science can play a more assertive role in solutions to any number of challenges currently facing the world and in promoting the value that plants contribute to human well-being.

The NYBG has retained Isaacson, Miller, a national executive search firm, to assist with this search. All confidential inquiries, referrals, and nominations should be directed to the search firm as indicated at the end of this document.

The New York Botanical Garden

Established in 1891, the NYBG is distinguished by the beauty of its landscape, collections, and gardens, and the scope and excellence of its programs in horticulture, education, and science. NYBG was inspired by an 1888 visit that eminent botanists Nathaniel Lord Britton and his wife, Elizabeth Knight, took to the Royal Botanic Gardens, Kew, near London. The Brittons believed New York should have a great botanical garden to advance public understanding of plants, be a repository of rare and valuable specimens, and lead original research in botanical science. Because of its picturesque terrain, freshwater Bronx River, rock-cut gorge, and 50 acres of old-growth forest, the Garden was sited on the northern half of Bronx Park.

Today, the 250-acre garden—the largest in any city in the United States—is a National Historic Landmark. In addition to the natural attributes that attracted the Brittons, NYBG encompasses 50 specialty gardens and collections comprising more than one million plants, the Nolen Greenhouses for Living Collections, and the Enid A. Haupt Conservatory, the nation’s preeminent Victorian-style glasshouse. Highlights include the award-winning Peggy Rockefeller Rose Garden, considered to be among the world’s most sustainable rose gardens; the Native Plant Garden, celebrating the diversity of northeastern North American plants; and 30,000 distinguished trees, many more than 200 years old. More than one million visitors annually enjoy the grounds, view innovative exhibitions, and participate in educational programs that are larger and more diverse than those of any other garden in the world.

Leadership

Carrie Reborra Barratt, Ph.D., became the ninth CEO and President of The New York Botanical Garden in July 2018, the first woman to hold the position. She came to NYBG following a distinguished 34-year career at The Metropolitan Museum of Art, where she pursued research and scholarship before transitioning to Deputy Director for Collections, leading visitor-focused, mission-aligned initiatives during a transformational period in the Museum’s history. A native Chicagoan, Dr. Barratt received her B.A. from the University of Illinois, M.A. in art history from UCLA, and Ph.D. from The City University of New York. At NYBG, Dr. Barratt brings her experience and focus to the plants of the world—to grow, protect, display, study and advocate for plants in order to enrich people’s lives, improve the health of the planet, and connect art and nature for an ever-growing and diverse audience.

125th Anniversary Strategic Plan 2016-2021

In late 2014, the NYBG engaged in an in-depth strategic planning process designed to chart the course of action for its future. The current financial health and programmatic vibrancy of NYBG is based, in part, on the deployment of three earlier institution-wide, broad-based plans designed and implemented over the past 20 years. This strategic plan has put in place specific goals to assure institutional strength well beyond 2016, its 125th year.

The 125th Anniversary Strategic Plan, published in June 2016, set forth the resulting program, endowment, and capital plans for both Phase I (2016–2018) and Phase II (2019–2021), as well the financial requirements for Phase I as the template for the 125th Anniversary Fund. The areas the Strategic Plan focuses on are: creating a green urban oasis; connecting gardening to the arts and

humanities; teaching science to city kids; saving the plants of the world; anchoring the community; business activities; management and institutional needs; and funding for the Garden. More information on the 125th Anniversary Strategic Plan can be found here:

<https://www.nybg.org/about/institutional-information/125th-anniversary-strategic-plan>

Science at the New York Botanical Garden

NYBG's scientific mission is to explore, document, understand, and conserve the Earth's vast botanical diversity. NYBG's scientific programs contribute to three elements of effective conservation: discovering biodiversity; engaging and training; and defending the planet. Over the past thirty years, NYBG has made extensive investments in modernizing and expanding the International Plant Science Center, which is comprised of: The William and Lynda Steere Herbarium (the second largest herbarium in the world); The LuEsther T. Mertz Library; The Pfizer Plant Research Laboratory, including The Lewis B. and Dorothy Cullman Program for Molecular Systematics and The Plant Genomics Program; The Institute of Systematic Botany; The Institute of Economic Botany; The Center for Conservation Strategy; The Graduate Studies Program; and the NYBG Press. The Science Division of NYBG encompasses several departments and programs and includes approximately 100 Ph.D.-level faculty members, post-doctoral researchers, graduate students, and highly trained technical staff. Currently, NYBG scientists are engaged in 250 international collaborations with 168 institutions in 49 countries.

The breadth and depth of botanical research at NYBG is extraordinary. NYBG scientists explore plant and fungal diversity and this research provides the foundation for all of plant science – basic and applied. The cornerstones to this foundation are the collections in the herbarium, library, and laboratory. The Garden's LuEsther T. Mertz Library and William and Lynda Steere Herbarium are known not only for the breadth of their holdings, but for setting the highest standard for curatorial excellence, as well as for making these collections available to the world and searchable in both physical and digital form. The Steere Herbarium houses 7.8 million plant specimens, representing all groups of plants and fungi from around the world, and is a global resource with more than 4 million of its specimens digitized. The LuEsther T. Mertz Library is the largest botanical and horticultural library in the Western Hemisphere, with more than 11 million archival items spanning 10 centuries, along with a rare book room and extensive digital collections. Both are key resources for understanding the effects of climate change on plants and fungi. The Pfizer Laboratory houses various collections, notably DNA collections, and houses instruments and technology for cutting-edge botanical research.

The breadth of plant science goes from green algae to lichens and fungi and all major lineages of land plants. NYBG scientists have expertise in the morphology, evolution, and diversity of these fungi and plants. The depth of NYBG science goes from exploring plant and fungal diversity within a region, to cataloging human use of plants, to discovering new species, to unraveling the relationships of plants using morphology and molecules, to sequencing plant genomes, to developing bioinformatics pipelines, and using artificial intelligence to accelerate plant discovery. Details of the Science Division at NYBG can be found here:

<https://www.nybg.org/plant-research-and-conservation/explore>

NYBG scientists use floristic inventories and plant taxonomy that provide critical data for conservation assessments and sustainable development goals. Investigations into the evolution and

patterns of diversity of plants and fungi provide key information for agriculture, bioenergy, and understanding fundamental biological processes that underpin all life. NYBG science is funded by endowments, the National Science Foundation, U.S. Department of Energy, U.S. Department of Agriculture, and various private foundations and individuals.

Education at NYBG

NYBG draws the brightest young students into its Graduate Studies Program as it is a recognized international contributor to scientific research and the training of the next generation of plant scientists. The Program is operated in conjunction with six affiliated universities and trains Ph.D. and Master's students who are carrying out studies in systematics, genomics, economic botany, and other related fields. More information on the Graduate Studies Program can be found here:

<https://www.nybg.org/plant-research-and-conservation/tour/graduate-studies>

NYBG places 25–30 post-graduate, undergraduate, and high school interns in its diverse programs in plant science each year. Working directly with NYBG scientists and their technical teams, interns participate in cutting-edge research in plant science. More information on NYBG's education and outreach can be found here:

<https://www.nybg.org/plant-research-and-conservation/about/education-and-outreach>

Financials

The IPSC's annual budget hovers around \$10,000,000 and has been largely funded by a combination of endowment income, private gifts, and NSF grants. While endowment income continues to grow, private gifts have been more difficult to sustain in recent years. NYBG scientists have been very successful in securing NSF grants, yet recognize the need to keep pace with technological advances and diversify their funding portfolio to find solutions for the 21st century.

The Dean of the International Plant Science Center and Chief Science Officer

Reporting directly to NYBG's President and CEO, the Dean will direct and oversee the activities of the various components of the IPSC. Reporting to the Dean are eight direct reports: the VP and Director of the LuEsther T. Mertz Library; the VP and Director of the William and Lynda Steere Herbarium; the VP for Botanical Research and Director and Senior Philecology Curator of Economic Botany; the VP for Conservation Strategy and Curator of Botany, NYBG Press and Science Outreach; the AVP for Science Administration and Director of Graduate Studies; the Director of the Institute of Systematic Botany; the Director for Laboratory Research and Associate Curator of Plant Genomics; and an Administrative Assistant.

Leadership Opportunities and Challenges for the Dean

The Dean will lead the NYBG into its next scientific iteration, building on existing research and collections programs. The Dean will push the boundaries of current scientific efforts by developing new research directions, establishing the NYBG as a leader in international plant conservation efforts, and articulating a compelling new understanding of botanical research to a lay audience. In addition, the Dean will develop new revenue streams from philanthropists, foundations, corporate sponsors, and new commercial ventures and partnerships. Specifically, the Dean will:

Provide vision and strategic leadership

Building on the foundational base of IPSC research and collections programs, the Dean will lead all constituencies in a continuing discussion about the science and research future of NYBG. NYBG is looking for a Dean who can articulate an aspirational vision for the IPSC that ensures its continued leadership in research, education, and conservation while establishing NYBG as a partner in identifying solutions. Building on the energy of current programs, the Dean will develop innovative research directions. A number of positions at IPSC are currently open, and as a generational shift gradually occurs, this leader will have the opportunity to make important hires that opens new areas of scientific focus. The Dean will ensure that the vision engages and inspires staff, Board, and community supporters, and that IPSC activities are consistent with a strategic implementation of that vision.

Enhance resource development and seeking new funding opportunities

In an age when climate change, along with other cultural, economic, and political forces are threatening the world's biodiversity in an immediate and urgent way, the lay audience including philanthropists, foundation program officers, and corporate executives rarely have a firm understanding of the role of plant science in responding to this crisis. Funders are looking for innovative approaches that provide direct and publicly recognizable impact on the effects of climate change and other human activities on the earth's biodiversity.

To ensure the financial sustainability of the IPSC, the Dean will nurture existing relationships with current funders and partners while also identifying, assessing the suitability of, and helping to secure new funding opportunities from the full range of potential sources, including value added services resulting from IPSC work; federal, state, and city agencies; industry; foundations; academia; and private philanthropy. The Dean will be responsible for cultivating donors and new sources of funding, as well as developing partnerships with international environmental and conservation organizations that have need for research that will lead to new long-term funding streams.

Increase visibility and broaden NYBG's public profile

Using this prestigious platform, the Dean will serve as voice of influence in the broader scientific community and will be charged with advancing NYBG's position as a state, regional, national, and global leader in plant biodiversity research and education. The Dean will represent the IPSC's work to both scientists and non-scientists and to leaders at the highest levels of the academic, business, nonprofit, and government communities, as well as Garden members and supporters, so that NYBG is seen as a thought leader and partner. The Dean will lead NYBG in establishing and maintaining productive external partnerships ensuring the IPSC team remains alert to emerging scientific issues and opportunities.

Manage the scientific enterprise

NYBG staff members are exceptional in their passion and dedication to the Garden and its mission. The next Dean will be an astute manager who will provide leadership to IPSC faculty and staff. The Dean will work to ensure that efficient and effective systems are in place to support the work of the IPSC, break down siloes, make certain the work of IPSC is coordinated and integrated across

divisions, and that developmental opportunities for the team are widely available. The Dean will foster a strong, mutually reinforcing scientific community by promoting cross-goal interactions, innovative and creative research partnerships, skills and knowledge transfer, and mentoring.

The Dean will also work with the appropriate individuals to review the overall science budget on an annual basis and help to determine resource allocation and spending. The Dean must ensure that IPSC's operating budget remains aligned with available resources, ensure that IPSC embraces good business practices, and that the financial model is sustainable and serves its mission and strategic objectives.

Work effectively with peers across the NYBG

With the benefit of an institution-wide perspective, the Dean will be well-positioned to build relationships across NYBG in order to catalyze initiatives that combine and leverage the many areas of excellence among the NYBG staff. The Dean will seek ways to leverage research to enhance and support NYBG's outstanding collections and educational programs and identify new areas for synergistic activity across the NYBG. The Dean will be the face of research efforts and is expected to contribute to the enhancement of the NYBG community at large to ensure the overall success of NYBG's efforts.

The Ideal Candidate

The successful candidate will bring many of the following professional qualifications and personal qualities:

- 5-10 years of leadership experience in a major conservation or biodiversity research organization;
- A Ph.D. in the life sciences or an appropriate related field;
- An appreciation of the importance of modern molecular, genomic, and data-driven approaches to plant biodiversity, systematics, economic botany and related areas;
- A dynamic, collaboratively minded individual with proven abilities in interdisciplinary research team-building and institution-building;
- Vision and strategic, transformational leadership skills to advance the IPSC toward its aspirations and goals;
- Demonstrated entrepreneurial abilities;
- Extensive fundraising and public speaking experience;
- Proven skills as a senior manager; a demonstrated ability to lead, motivate, and supervise staff and provide successful oversight of people, budget, and space;
- The ability to effectively manage organizational change while working in a collaborative environment;
- Demonstrated commitment to excellence, equity, educational opportunity, and to encouraging and inspiring diverse faculty and staff as individuals in a scientific and creative community;
- The ability to recruit, motivate, inspire, and retain talented faculty and staff; a commitment to engage collaboratively with faculty and respond effectively to their concerns;

- Excellent written and verbal communication skills for scientific and lay audiences, and a scientific publications record;
- A real passion for articulating to the lay audience a compelling new view of plant science, biodiversity, and NYBG's science programs;
- A recognized spokesperson at the highest level of international bio-politics and an international ambassador for plant research;
- A leadership and management style that is visible, accessible, and transparent; a commitment to empowering and valuing the contributions of every member of the community;
- A collegial approach; a demonstrated ability to work effectively across all levels of a large, complex organization, and to engage a broad range of individuals and constituencies;
- A strong sense of intellectual curiosity.

To Apply

The New York Botanical Garden has retained Isaacson, Miller, a national executive search firm to assist in this recruitment. Review of candidates will begin immediately and continue until the position is filled. Nominations, inquiries, and applications, including a letter of interest describing the individual's qualifications for the position and curriculum vitae, should be sent electronically and in confidence to:

Jackie Mildner, Partner
Andrew Lee, Partner
Carmen Delehanty, Senior Associate
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Washington, DC 20036

To apply, please visit: www.imsearch.com/7106

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