



Golden-winged Warbler by Gerrit Vyn

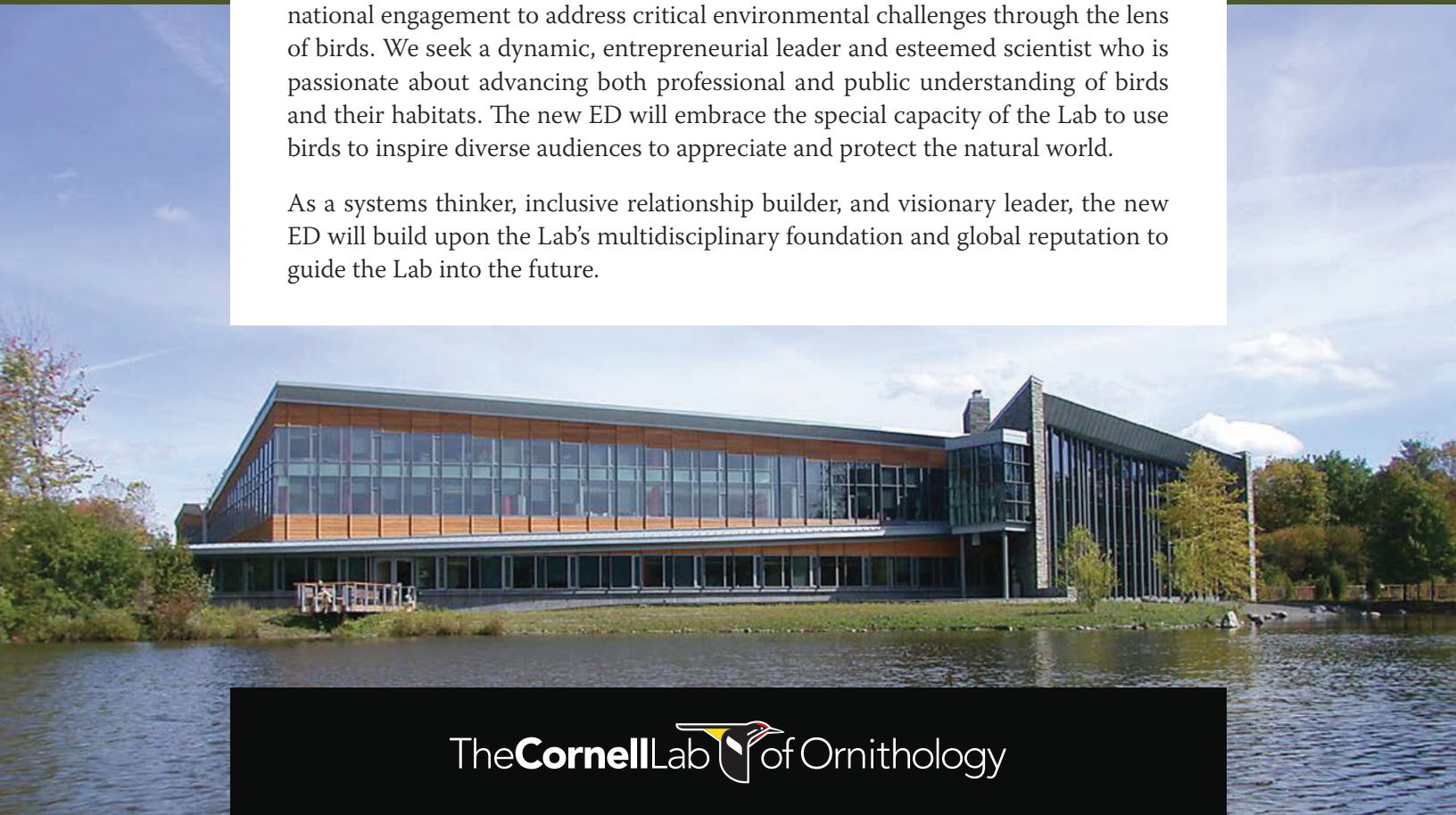
# EXECUTIVE DIRECTOR OF THE CORNELL LAB OF ORNITHOLOGY

## LEADERSHIP PROFILE

### POSITION OVERVIEW

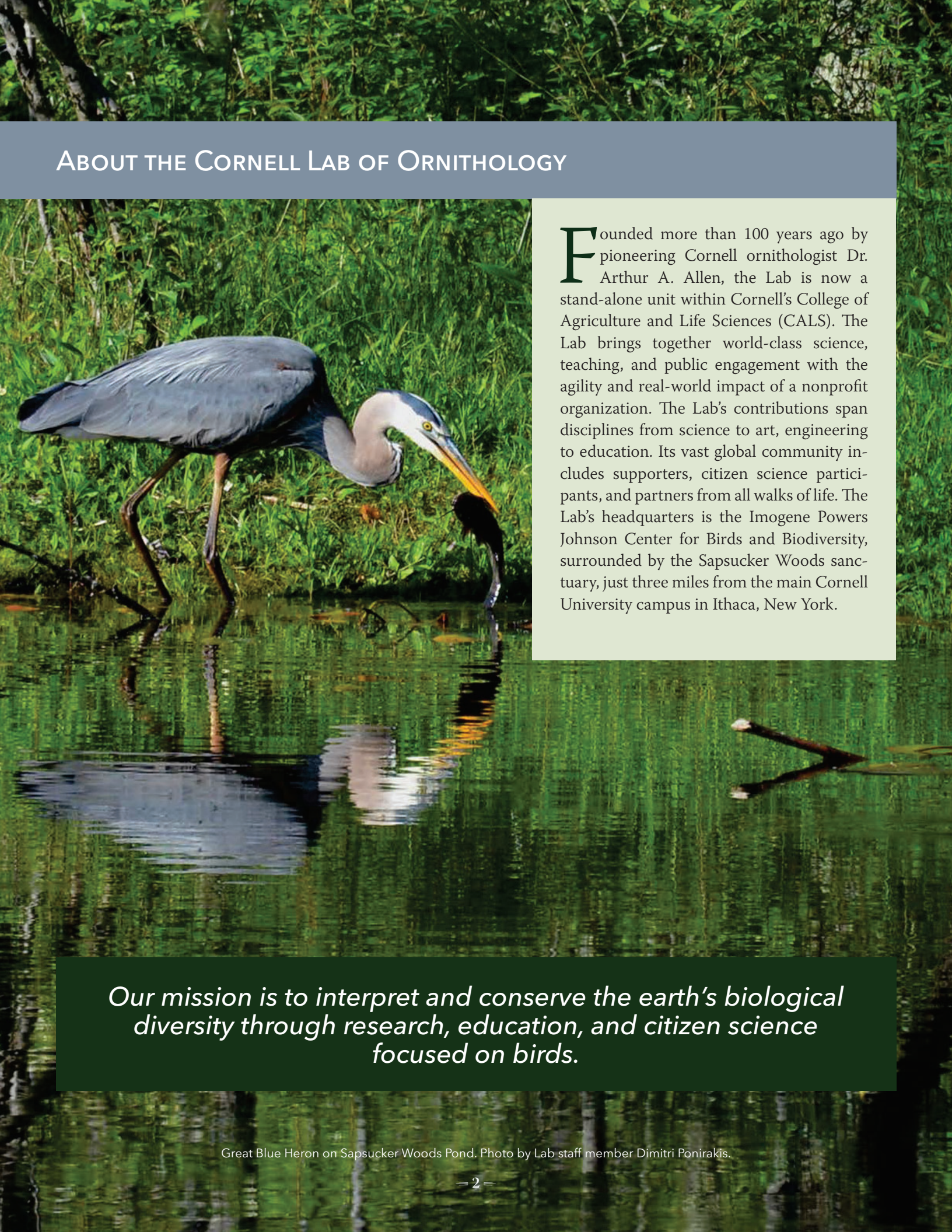
**T**he Cornell Lab of Ornithology (the Lab), the world's leading institute for the study and appreciation of birds, is seeking a new Executive Director (ED). The new ED will build on the Lab's record of scientific innovation and international engagement to address critical environmental challenges through the lens of birds. We seek a dynamic, entrepreneurial leader and esteemed scientist who is passionate about advancing both professional and public understanding of birds and their habitats. The new ED will embrace the special capacity of the Lab to use birds to inspire diverse audiences to appreciate and protect the natural world.

As a systems thinker, inclusive relationship builder, and visionary leader, the new ED will build upon the Lab's multidisciplinary foundation and global reputation to guide the Lab into the future.





## ABOUT THE CORNELL LAB OF ORNITHOLOGY

A Great Blue Heron stands in a shallow pond, its long legs partially submerged. It has a long, sharp yellow beak and is holding a dark fish. The background is a dense thicket of green foliage. The water reflects the bird and the surrounding greenery.

Founded more than 100 years ago by pioneering Cornell ornithologist Dr. Arthur A. Allen, the Lab is now a stand-alone unit within Cornell's College of Agriculture and Life Sciences (CALS). The Lab brings together world-class science, teaching, and public engagement with the agility and real-world impact of a nonprofit organization. The Lab's contributions span disciplines from science to art, engineering to education. Its vast global community includes supporters, citizen science participants, and partners from all walks of life. The Lab's headquarters is the Imogene Powers Johnson Center for Birds and Biodiversity, surrounded by the Sapsucker Woods sanctuary, just three miles from the main Cornell University campus in Ithaca, New York.

*Our mission is to interpret and conserve the earth's biological diversity through research, education, and citizen science focused on birds.*

Great Blue Heron on Sapsucker Woods Pond. Photo by Lab staff member Dimitri Ponirakis.



The Lab is the primary home for a community of 250+ faculty, scientists, postdocs, students, and staff members, including professionals in ornithology, animal behavior, bioacoustics, citizen science, conservation science, data science and statistics, ecology, evolutionary biology, community engagement, multimedia productions, online and K-12 education, science communication, technical hardware and software engineering, and app development. The Lab maintains close academic and collaborative relationships with many individuals and departments across Cornell University, both in Ithaca and at Cornell's New York City technology campus, and its global partners include hundreds of other academic and nonprofit institutions. Its 2020 operating budget is \$35M, funded by a combination of grants and contracts, program-generated revenue, annual gifts, major gifts, bequests, and distributions from its growing endowments that currently total about \$130M.

The ED holds the endowed Louis Agassiz Fuertes Directorship named after an ornithological pioneer and famed artist who spent much of his career at Cornell in the early 1900s. The ED reports to the Dean of CALS, and maintains a dynamic partnership with an actively engaged Administrative Board consisting of local, national, and international civic leaders, business executives, philanthropists, and scientists, linked by their shared passion for nature, science, and the inspirational roles birds can play in conservation. Oversight by such a Board is unique at Cornell, and operationally it resembles the governance models of many stand-alone NGOs. Consistent with this model, 97% of the Lab's more than 126,000 financial supporters have no other affiliation with Cornell University. The Lab therefore leverages the dual benefits of being fully part of a top research university and the freedom to pursue its mission-driven goals through a nimble, entrepreneurial culture of innovation, discovery, and service.

## UNDERSTANDING THE LAB'S SCOPE AND SCALE

### ***The Lab's Values: Excellence, Creativity, Synergy, Integrity, Respect***

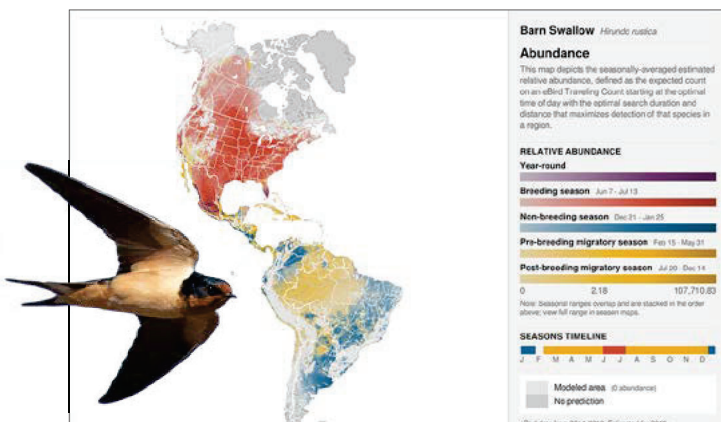
The Cornell Lab of Ornithology is the nexus for many kinds of professionals and members of the public who seek to generate new knowledge and to better understand, appreciate, and preserve our shared natural environment. The Lab advances research, technology and conservation around the world; it engages hundreds of thousands of citizen-science participants annually; and it inspires millions of lifelong learners who explore the Lab's websites, courses, and mobile apps. Through decades of growth, the Lab has remained true to its roots of scientific discovery, innovation, teaching, inspiration, and conservation action. The Lab's mission today is more urgent than ever as human activities accelerate the loss of birds and biodiversity across our planet, jeopardizing the ecosystems upon which all life depends. Dedicated to science, service, and impact, the Lab is an expert and trusted voice and partner for communities around the globe.

Although the Lab is internally organized into six programmatic centers and several additional thematic units as described on the following pages, all of its major areas of contribution involve internal synergies and collaborations that span these groups, and which also engage external partners of many kinds.

## CENTER FOR AVIAN POPULATION STUDIES

The Center's mission is to meaningfully impact policy and public opinion by providing science-based information to key partners and decision-makers in public and private sectors. We harness the power of big data to generate new knowledge, provide customizable data products and visualizations that support full-life-cycle conservation, and build capacity in partners to monitor and analyze bird populations around the world.

**eBird.** This flagship citizen science endeavor is fundamental to many of the Lab's research programs and outreach products. It marks a new era of real-time data gathering by birders and has become one of the world's largest biodiversity monitoring projects. More than 500,000 contributors have submitted over 800 million bird observations of more than 10,000 bird species globally.



Barn Swallow range map from eBird. Photo of Barn Swallow by Nick Pulcinella/Macaulay Library.

**eBird Analytics.** eBird data provide information on bird distributions of unprecedented depth and scale for ecological research and conservation. The eBird **Status and Trends** team combines eBird data with satellite imagery from NASA, NOAA, and the USGS to create accurate range and abundance maps, and estimate annual population trends.

**Radar Ornithology.** Lab research in computer vision and machine learning has created new analytical tools that estimate the densities of migrating birds using the network of weather radars across the United States. **BirdCast** provides real-time forecasts of bird migrations: when they migrate, where they migrate, and how far they will be flying. BirdCast's Lights Out campaign provides a nightly forecast to recommend when turning off city lights would reduce the deaths of migrating birds.

**Quantitative Analysis.** Our scientists work with colleagues from across Cornell to reveal ecological insights from the Lab's massive data sets, including eBird, Macaulay Library, radar data, banding data, and other sources.

**Land Trust Bird Conservation Initiative.** The Land Trust Bird Conservation Initiative provides bird-related resources, tools, partnership, and funding opportunities to advance the pace and impact of land trusts' efforts to protect and steward land through birds.

**Policy and Management.** To move our science into action, we provide scientifically rigorous datasets, tools, resources, and advice to conservation practitioners, land managers, policy-makers, and decision-makers, and we play a leadership role in collaborations including the **State of the Birds** report, **Three Billion Birds** initiatives, and Partners In Flight conservation plans.

**Coastal Solutions Program.** Shorebird declines are among the top avian conservation crises, making it imperative to protect and restore interconnected coastal habitats. The Coastal Solutions Fellowship Program supports early-career planners, developers, and scientists from Latin America to collaboratively design and implement new solutions to the challenges facing coastal ecosystems and communities.



Conceptual landscape design for a project of the Coastal Solutions Fellowship Program. Image courtesy of Sasaki.



## BIODIVERSITY STUDIES AND HIGHER EDUCATION

With a focus on basic scientific research, this group explores the origins of biodiversity and how birds and other organisms function in nature, while also serving as the organizational home for the Lab's community of undergraduates, graduate students, and postdocs.

**The Fuller Evolutionary Biology Program** uses genomic tools to better understand the evolution, ecology, behavior, and conservation of wild organisms. Program scientists make discoveries in avian evolutionary biology while also supporting a broad community of students and scholars from across the Lab, from Cornell generally, and from other institutions worldwide who seek access to our sophisticated genomic technologies and training.



Baltimore Oriole by Gary Mueller/Macaulay Library

**Birds of the World** is an online database and encyclopedia of unprecedented scope that brings together scholarly content from four celebrated works of ornithology—along with millions of bird observations from eBird and multimedia from the Macaulay Library—into a single platform where biologists and birders can explore comprehensive information on all 10,721 species of birds.

**Lab-wide Higher Education** contributions include the engagement of ~35 graduate students advised directly by Lab faculty and many more who collaborate with Lab people and programs. Cornell attracts many undergraduates with an existing passion for birds and ornithology, and the Lab's undergraduate community numbers several hundred highly engaged students from a great variety of backgrounds and majors. Lab faculty and staff teach 15–20 Cornell courses each year in partnership with academic departments.

**The Rose Postdoctoral Program** encompasses and supports all postdocs across the entire Lab, typically numbering 25–30 scholars. The Rose Fellows competition recruits and funds 3–5 postdocs annually who bring their special expertise and innovative spirit to the Lab community.

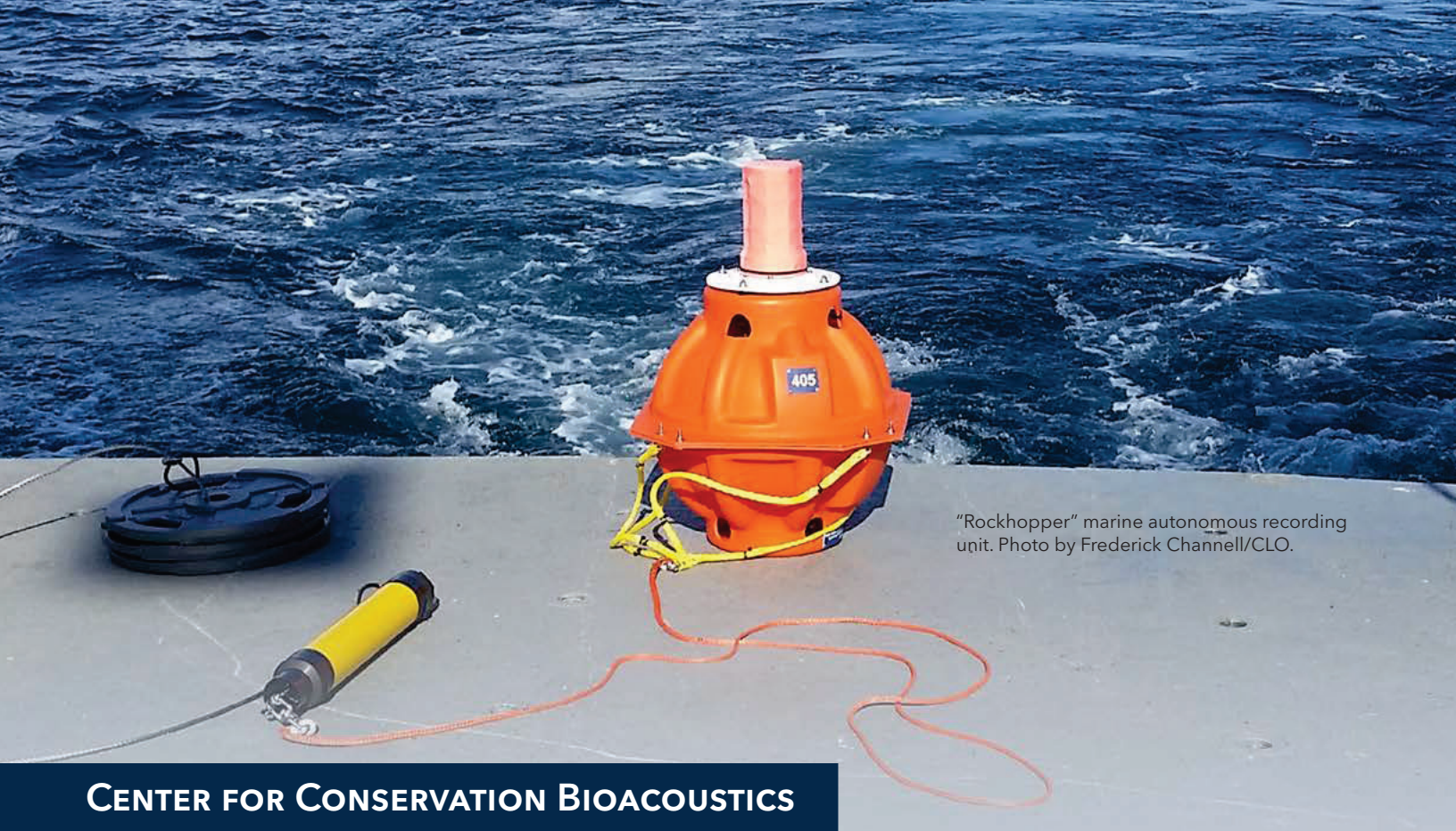
**The Bartels Science Illustration Program** provides experiential training for early-career science artists and graphic designers, and offers courses for undergraduates that link science and art.

**The Field Ornithology Program** engages in research on the ecology and conservation of forest bird populations and serves as an experiential training ground for student ornithologists.

**The Cornell University Museum of Vertebrates** is led by faculty curators from the Department of Ecology and Evolutionary Biology, and it is co-located within the Lab's facilities and mutualistically integrated into the work and culture of the Lab. With more than 2 million vertebrate specimens and genetic samples, the focus is on building and using scientifically unique natural history collections and on training students in research and curation. The museum includes Cornell's collections in ichthyology, herpetology, ornithology, and mammalogy and is part of a broader network that links all of Cornell's natural history collections.



Students study bird skins at the Cornell University Museum of Vertebrates. Photo by Lindsey Forg, Cornell University '22.



"Rockhopper" marine autonomous recording unit. Photo by Frederick Channell/CLO.

## CENTER FOR CONSERVATION BIOACOUSTICS

We are a global leader in the field of bioacoustics, currently supporting an interdisciplinary team of scientists, engineers, educators, students, and research support personnel. With a long history of technical expertise and entrepreneurship in developing tools for large-scale acoustic recording and analysis, the [Center for Conservation Bioacoustics](#) works with national and international partners to deploy these tools in support of conservation efforts worldwide. Bioacoustics provides objective, reliable, and cost-effective monitoring solutions for wildlife and their habitats. Our efforts fall into three broad categories:

**Bioacoustics Research.** We conduct a broad range of terrestrial, aquatic, and marine bioacoustics research, often at large geographic scales, with a special focus on tropical forests and coastal oceans. Many of our projects are applied, featuring a strong focus on the conservation of endangered species or habitats and the development of acoustic metrics to assess and monitor the health of ecosystems. Our researchers innovate new ways to collect and analyze acoustic data sets using autonomous mobile systems, animal-borne tags, and algorithm development.

**Conservation Technology.** Our engineering team develops cutting-edge yet cost-effective hardware and software solutions. These solutions support terrestrial, aquatic, and marine passive acoustic monitoring efforts and acoustic studies of behavioral ecology, evolution, and conservation biology. We aim to make these technologies broadly available to researchers to support a wide range of conservation efforts. Our hardware, software, and analysis tools are used by thousands of researchers worldwide. The standalone sound analysis software Raven-Pro has been used in more than 1,000 peer-reviewed scientific papers.

**Capacity Building.** Effective application of bioacoustics approaches demands specialized training that is not part of the education of most biologists and conservation scientists. Training, advising, and collaborating with local scientists is an important mission of the Center for Conservation Bioacoustics and a conduit for translating expertise into global impact on conservation outcomes. Our flagship educational effort is the [Sound Analysis Workshop](#), a week-long intensive training program that serves a global audience of biologists and conservationists interested in analysis, visualization, and measurement of animal sounds. Since 2007, the workshop has introduced over 450 scientists from 42 countries to basic principles of bioacoustics research and monitoring.



**W**e are a professional-grade, multimedia production group established to disseminate science in forms designed to advance high-priority conservation initiatives. Our “business model” is to work with scientific institutions, conservation practitioners, local communities, and organizations around the world to produce and distribute authoritative, science-based documentaries, short-form video productions, data visualizations, and exhibits in order to impact priority issues that are integral to sustaining species, ecosystems, and human livelihoods. Our operating approach is to identify urgent issues and worthwhile endeavors where science is under-utilized; forge alliances with the local, regional, and international stakeholders leading established initiatives to accomplish specific objectives; work closely with those partners to co-design and produce high-quality content, educational tools, and media kits for tactical outreach; and disseminate media assets to all groups that are dedicated to that conservation issue. Among our dozens of productions, recent projects include:

### Wetland Loss in China's Yellow Sea

***Target Outcome:*** Moratorium of land reclamation within Yellow Sea coastal ecosystem.

***Target Audience:*** China's State Oceanic Administration and coastal province leadership.

***Partners:*** Paulson Institute, WWF, Birds Russia, East Asian-Australasian Flyway Partnership.

***Available languages:*** English, Mandarin, Russian, Korean, Japanese.

### African Grey Parrot: Species in Decline

***Target Outcome:*** Appendix I- level protection—ban of international commercial trade of species.

***Target Audience:*** 180+ voting delegations attending IUCN CITES CoP17 conference.

***Partners:*** USFWS Scientific Authority, Government of Gabon.

***Available languages:*** English, French, Portuguese, Spanish.

### Community Conservation of the Greater Adjutant

***Target Outcome:*** Financial support and expanded community commitment to local conservation.

***Target Audience:*** Chief Minister of Assam, Forestry Department, Kamrup District Administration.

***Partner:*** Dr. Purnima Barman / Aaranyak Society.

***Available Languages:*** English, Assamese.



Grey Parrots © Terese Butler Hart



## MACAULAY LIBRARY

Since its founding in 1929, the [Macaulay Library](#) has grown into the world's premier scientific archive of natural history audio, video, and photograph specimens. It serves as a resource for research and conservation and its media holdings empower all of the Lab's education and outreach endeavors.

**Digital Specimen Collection.** The core of the Macaulay Library is its unparalleled collection of 20 million audio recordings, photographs, and videos that have been contributed by more than 80,000 people. Although the majority of these specimens feature birds, many other organisms are represented, from frogs to crickets to whales. These resources are overseen by a team of curators and archivists, associated with reliable metadata, and backed by a sustainable infrastructure that ensures that they will remain accessible to future generations. These resources are searchable online and offered free to external users for recreational, scholarly, or educational use, and are used extensively in the Lab's own educational projects, including Bird Academy and Birds of the World.

**Merlin.** Downloaded by more than 3 million users to date, this free bird identification app is one of the Lab's primary tools for broad public engagement. It can identify birds based on a simple series of questions, or from photographs, both backed invisibly by powerful machine learning algorithms. Currently expanding to cover all birds of the world, the Merlin app presently covers 6,000+ species and has evolved into an electronic field guide that can be customized to regions ranging from North and South America to Eurasia and Australia.

**Bird ID Innovations.** The combination of the vast Macaulay Library image archive, worldwide eBird probability maps, and advanced machine learning tools has allowed the Lab to create algorithms that automatically identify birds from images and audio recordings. These algorithms power Merlin and other Lab projects, and are now being used in technology built into proprietary commercial binoculars that identify birds in real time in the field.

**Sound Recording Workshops.** For decades these workshops have inspired scientists and birders to become skilled field recordists, providing training and feedback to the community of contributors to the Macaulay archive. More recently, these training workshops are being offered globally, particularly targeting critical regions rich in biodiversity, training partners on the front lines of conservation to collect critical data and engage citizen scientists in their own region.

**Animal Behavior Research.** The Macaulay Library is the Lab's hub of research in animal behavior and communication, with field projects on birds ranging from New Hampshire warblers to the spectacular Birds-of-Paradise of New Guinea and Indonesia. The Macaulay Library enjoys a long-standing relationship with Cornell's renowned and highly integrative Department of Neurobiology and Behavior.

Eurasian Bullfinch by Josep del Hoyo/Macaulay Library (above)



## ENGAGEMENT IN SCIENCE AND NATURE

The Lab was an early pioneer and remains a leader in the discipline of citizen science, and its educational offerings for the general public open doors for inquiry and learning about the natural world that starts with the earliest ages and lasts a lifetime.

**Project FeederWatch** is the Lab's most venerable citizen-science project, currently engaging 25,000 participants who report weekly on the birds visiting their backyard feeders. FeederWatch generates important information on feeder bird population trends and helps inspire participants to become more deeply engaged with nature.


**NestWatch** is a citizen science monitoring program that tracks the nesting biology of birds, generating a database of >360,000 nesting attempts that documents the reproductive success of breeding bird populations and how that success changes over time and space.

**Bird Academy** is a rapidly expanding e-learning platform that offers a growing menu of interactive courses and multimedia-rich resources on birds. Course offerings range from basic to advanced and serve a variety of audiences such as bird lovers, educators, and college students. Though only three years old, Bird Academy currently hosts more than 75,000 adult lifelong learners in its online courses.

**BirdSleuth and K-12 Education**. Curricular materials created by this group engage youth in scientific investigations, citizen-science projects, and habitat initiatives to ignite a lifelong passion for nature. This program engages a nationwide network of more than 45,000 teachers who incorporate inquiry-based science and nature connection into their classrooms, annually reaching one million students.

**Celebrate Urban Birds** engages urban and underserved communities in the United States and in many Latin American countries, connecting more than 500,000 people with birds and nature through fun activities and hands-on science. It partners with thousands of community organizations, 92% of which focus on underserved audiences.

**The Lab's Visitor Center** is filled with science exhibits and artwork. The Lab is nestled within the 220 acre Sapsucker Woods sanctuary, with more than 4 miles of trails that are always open to the public. The Center hosts more than 60,000 visitors annually including many who travel to Ithaca specifically to visit the Lab.

A photograph showing two children at a festival. The child in the foreground is wearing a mask made of colorful feathers (yellow, green, and purple) and has a red flower in their hair. The child in the background is also wearing a mask and a red flower. A banner with the word 'Palmas' is visible in the background.

Children dressed in bird costumes at a festival in Peru organized by Celebrate Urban Birds. Photo by Marilu Lopez-Fretts/CLO.



## ADVANCEMENT

**T**he Cornell Lab serves a large, rapidly growing audience that encompasses nature lovers, bird enthusiasts, citizen scientists, conservationists, policy makers, corporate partners, K–12 teachers, academics, and lifelong learners. More than 95% of our audience are not Cornellians, but individuals from around the globe whose love of birds and nature sparks them to delve into our educational resources, participate in citizen-science programs, and financially support the Lab’s mission. Our noted science communications platforms include:

**Interactive Websites.** The Lab manages 40 websites— including [All About Birds](#) and Bird Cams (18 million visitors per year) and the Lab’s organizational site [Birds.Cornell.edu](#) (4 million visitors per year)—as well as several active social media channels (Facebook, YouTube, Twitter, and Instagram). All About Birds remains North America’s go-to online guide to birds and bird watching, regularly sitting atop search engine results.

**Bird Cams.** Providing an intimate window onto the lives of wild birds, the Lab’s live streaming Bird Cams provide science-based interpretation of nature for millions of viewers across 15 cams around the world. A dedicated community of cam-watchers follows the nesting cycles of hawks, ospreys, owls, and seabirds. A hallmark of the Bird Cams approach is the accessibility of Lab experts and interactive engagement with the community of participants.

**Living Bird magazine.** The Lab’s flagship full-color quarterly, *Living Bird*, is mailed to more than 80,000 members and donors. This award-winning publication features stunning photography and artwork, useful insights for enjoying and understanding birds, and in-depth journalism on birds and bird conservation.

**Development.** The Lab’s remarkable research, services, and outreach initiatives have allowed us to attract a substantial number of supporters, currently standing at more than 130,000 individuals. To cultivate, solicit, and steward these donors, we support an experienced Development team, including membership, annual giving, major gift, principal gift, stewardship, and planned giving units. Nearly 60% of the Lab’s yearly operating budget comes from private funds – from memberships, gifts, realized bequests or income from private endowments.



Chicks on the Cornell Red-tailed Hawk nest/Bird Cams





FOR MORE INFORMATION  
ABOUT THE LAB, PLEASE VISIT  
[\*\*BIRDS.CORNELL.EDU\*\*](https://birds.cornell.edu)

Yellow-bellied Sapsucker by Daniel Jauvin/Macaulay Library



## LEADERSHIP OPPORTUNITIES FOR THE NEXT EXECUTIVE DIRECTOR

**Bringing Vision and Building Upon Success.** The new Lab of Ornithology ED will assume leadership of a world-class center for research, student training, technological innovation, and public engagement. Additionally, the new ED will be supported by an established leadership team, developed through the Lab's strategic planning process. The team represents six newly formalized centers of excellence (Avian Population Studies, Biodiversity Sciences and Higher Education, Conservation Bioacoustics, Conservation Media, Macaulay Library, and Engagement in Science and Nature) that have coalesced around the Lab's highly successful and forward-looking focus areas. Across the entire unit, the new ED can anticipate leading an energetic, motivated, passionate, and talented community of faculty, scientists, staff, and students who will represent the Lab externally to a vast community of supporters and partners.


**The Strategic Plan.** Upon arrival, the new ED can take advantage of the Lab's current strategic plan (2018-25), which is widely embraced by the Lab's leaders and supporters. The new ED will have time to develop an in-depth understanding of the Lab's multifaceted portfolio, prioritize elements of the plan, and build relationships with the Lab's many internal and external stakeholders/partners. The five overarching goals in the Lab's current strategic plan leave substantial room for adaptation and growth. The new ED will develop their own vision for growing the Lab, leveraging new opportunities as they arise. More details on the strategic plan can be found [here](#).

**Fundraising and Partnerships.** The ED is responsible for the fiscal health of the Lab, which derives 71% of its income from gifts, memberships, bequests, and endowment, with an additional 18% from grants and contracts and 11% from program fees. The Lab is supported by a deeply engaged Board, and has a healthy portfolio of philanthropic relationships already in place. The new ED will be actively engaged in development and fundraising, creating relationships with new supporters, and building partnerships with other institutions that enhance the impact of the Lab. This diversity of connections will help the ED remain innovative, entrepreneurial, and creative in their approach to fundraising and partnerships.

**The Power of Science.** The Lab's foundation is its legacy of scientific discovery and innovation in avian biology and related fields of scholarship and engineering. The new ED will cultivate this research enterprise that spans many areas of inquiry, with the goals of expanding understanding of the natural world and developing new tools for exploring it. Grounded in the integrity of rigorous science and reliable information, the Lab strives to empower responsible conservation actions and inspire wise decision-making by all of its partners and constituencies.







**Leveraging Technology and Big Data.** Since its inception, the Lab has prioritized the collection, curation, analysis, and visualization of data. The increasingly massive volume of data gathered via Lab programs and partnerships requires new management and analytical techniques. The Lab is now a leader in biodiversity studies that take a “data science” approach to disentangling the complexity of ecological systems. Serving these data and derived products to resource managers, conservation practitioners, decision-makers, the scientific community, and the public is imperative. The new ED will ensure that the Lab remains on the cutting edge of infrastructure and innovation to support the aggregation, manipulation, and dissemination of information about the natural world.

**Reliable Conservation Advocacy.** The Lab’s contributions to conservation action are grounded in science but expressed via many venues, including congressional testimonies, op-eds, and documentaries. The new ED will understand that the Lab achieves its mission through people and will develop, in collaboration with the Lab leadership team, additional mechanisms by which our science is translated into impact across local-to-global scales. This could include partnerships that allow external groups to leverage the Lab’s scientific expertise. Considerable strategic skill will be needed to navigate these relationships so that the Lab can expand impact but retain its standing as an evidence-based scientific organization.

**Inclusive Teambuilding.** Several forthcoming retirements are anticipated in leadership positions at the Lab, allowing the new ED flexibility in further developing a dynamic and future-focused team. The Lab community will expect an approach to teambuilding that values diversity and inclusion, and continues to attract the highest level of talent to the Lab. We consider it a conservation imperative to reach and inspire under-represented groups and under-served communities both nationally and globally.

**Enhancing Relationships with the University.** Although the Lab enjoys substantial freedom to set and pursue its goals, the relationship between the Lab and Cornell is close and mutually beneficial. The Lab’s mission is perfectly aligned with the land-grant mission of CALS and the overarching mission of Cornell University *to discover, preserve and disseminate knowledge, to educate the next generation of global citizens, and to promote a culture of broad inquiry throughout and beyond the Cornell community.* The new ED will build a solid working relationship and an effective rapport with Cornell leadership in order to facilitate interactions across campus by working with college deans, but especially with the Office of the Provost, the Dean and leadership of CALS, the Dean of Computer and Information Science, and the Departments of Neurobiology and Behavior, Ecology and Evolutionary Biology, and Natural Resources.

Entrance to the Cornell Lab by  
Diane Tessaglia-Hymes/CLO



# KEY RESPONSIBILITIES

*The new Executive Director will have the following core responsibilities:*

## **Executive Leadership**

- Providing science-grounded vision, inspiration, guidance, and direction for all Lab operations and programs.
- Providing visionary and responsible oversight of Lab finances, budgeting, and new initiatives.
- Serving as both chief listener and chief decision-maker for procedural and budget-related issues across the Lab, while fostering unit-level authority and responsibilities among center directors and senior directors.
- Providing mentorship and guidance to all Lab leaders and being the lead liaison with Cornell University administration.
- Acting as chief spokesperson for the Lab to a variety of audiences both in Ithaca and worldwide.
- Through media, personal appearances, and collaborations with outside organizations, engaging with a broad range of audiences on topics relating to ornithology, conservation, and biodiversity.
- Continually working to ensure the highest possible standards of scholarship in the Lab's science and communications, and to increase the public profile of the Lab as a global hub of excellence, authority, and innovation.

## **Board Relations, Development, and Fundraising**

- Working in close collaboration with the Senior Director for Advancement to generate and steward major and principal gifts and commitments, cultivating and directly soliciting major and principal gift prospects.
- Participating actively in securing commitments supporting the capital campaign.
- Seeking external funding from granting agencies, foundations, and private high-level donors.
- Working with development staff and center directors to help fund projects that align with the Lab's strategic plan.
- Maintaining close communication with the Chair and committee chairs of the Administrative Board. Cultivating Administrative Board relationships and communicating regularly with the entire Administrative Board and donors about Lab news, research results, and conservation issues.

## **Strategic Leadership**

- Leading the Lab's senior leadership and management team, with responsibilities including setting direction for and leading implementation of the Lab's strategic plan.
- Collaborating with Lab center directors to identify program priorities, opportunities for external engagement, communications, and funding, and implementing key actions for reaching strategic goals.
- Together with members of the senior leadership team, articulating the Lab's vision, strategic priorities, and action plans to the Administrative Board and to Cornell colleagues and administrators.
- Exemplifying and supporting a commitment to diversity, equity, and inclusion.

## **People Management**

- Supervising and mentoring the Lab's academic and professional leaders.
- Ensuring that the Lab's separate enterprise centers operate as an integrative and innovative community.
- Explaining expectations, clarifying priorities, addressing employee needs, and establishing successful performance and reward structures through clear and honest communications and feedback processes.
- Working in conjunction with Lab and CALS HR staff to manage performance issues when necessary.
- Ensuring that all procedures and practices comply with federal, state, university, and college policies and regulations.

## **University Relations**

- As a faculty member in one of CALS's academic departments at the rank of tenure-track full professor, the ED must undergo a university review for indefinite tenure and will be expected to engage fully with the department's intellectual community, including participating in teaching, graduate training, faculty meetings, and departmental/university committees, and interacting with other colleagues and departments across the university.

## **Research**

- Contributing to the diverse, externally funded research program that supports the Lab's strategic initiatives.
- Have a deep personal knowledge of birds, significant standing in the field of ornithology, and demonstrated excellence in peer-reviewed research.
- Collaborative involvement in a range of Lab research projects is encouraged.

## **Faculty Service, Teaching, and Student Advising**

- Pursuant to a successful review, obtaining a tenured faculty appointment in an academic department in CALS that aligns with the ED's expertise and affiliations.
- In keeping with the mission of that department and the Lab, having sufficient teaching and mentoring skills to inspire diverse audiences with the wonders of nature while also articulating the process and results of scientific inquiry.
- Contributions to teaching and mentoring may include undergraduate science majors, non-majors, graduate students, and postdoctoral fellows, as well as Lab members and the public at large. Exact teaching requirements, if any, will be negotiated with the respective department chairperson.
- Involvement in graduate education and postdoctoral training is encouraged, including direct supervision of graduate students and postdocs, service on dissertation committees, and periodic participation in graduate-level colloquia and seminar courses. The Lab does not sponsor a separate graduate training program, as its 30–35 MS and Ph.D. track students are admitted through the university's graduate field system. The Lab's in-house Rose Postdoctoral Program supports 25–30 early career scholars.

# **QUALIFICATIONS**

***The new Executive Director will possess the following personal qualities, attributes, and professional qualifications:***

## **Personal Qualities**

- Passionate about the power of birds and the impact of bird science.
- Charismatic with strong ability to engage constituents from students and faculty, administration and board, to external entities.
- Visionary scientist who can think broadly. Innovative, systems thinker.
- Natural relationship builder.
- Strong listening and communication skills.
- Excited by opportunities to seek novel perspectives and develop collaborations across diverse communities.
- Inspirational leader with demonstrated dedication to service.
- Exceptional manager and mentor of people including across the Lab community.
- Collaborative with the ability to make strategic decisions.
- Entrepreneurial and innovative, willing to take prudent risks.
- Possesses humility, is empathetic and authentic.

## **Required Qualifications**

- Ph.D. in a relevant field, including but not limited to biology and/or conservation of birds.
- Experience and qualifications commensurate with a tenured, full professorship at Cornell University.
- Experience in leading an independent research program in a field of natural science, with a strong publication record in peer-reviewed journals.
- Prior management and supervisory experience.
- Excellence in teaching lecture and/or field courses, and strong commitment to graduate and postdoctoral training.
- Extensive fundraising experience.

## **Preferred Qualifications**

- Demonstrated leadership and interpersonal skills, and administrative experience.
- Expertise and a research focus in ornithology and/or bird conservation.
- International experience in research and conservation.



## THE APPLICATION PROCESS

**T**he Search Committee for the ED will begin reviewing applications in late August and will continue until the position is filled. For best consideration, applicant materials should be received by August 26, 2020.

### **Candidates Should Provide:**

- A letter of interest stating how the candidate's experiences and qualifications connect with the required/preferred characteristics and priorities expressed in the position profile
- A curriculum vitae
- A statement of **contribution to diversity, equity, and inclusion**
- Five professional references with emails, telephone numbers, and a description of the candidate's professional relationship with each reference listed (references will not be contacted without prior written authorization from the applicant).

Applications and nominations should be sent electronically (PDF or MS Word) to:  
**[CornellOrnithology@agbsearch.com](mailto:CornellOrnithology@agbsearch.com)**.

Candidates should visit the **[Cornell EEO link](#)** to complete the University's EEO survey.

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