



Confidential Position Specification

University City Science Center

President and Chief Executive Officer

March 2018



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Position	President and Chief Executive Officer
Organization	University City Science Center
Location	Philadelphia, PA
Reporting Relationship	Reports to the Board of Directors
Website	http://www.sciencecenter.org

BACKGROUND/CULTURE

The University City Science Center (www.sciencecenter.org) is a complex and effective non-profit organization that operates in the spheres of innovation, entrepreneurship, tech-based economic development and real estate.

Founded in 1963, the Science Center was the first urban research park in the nation. For 55 years, it has supported startups, research, and economic development in the life sciences, healthcare, physical sciences, and emerging technology sectors. Over the past decade the Science Center has been transformed from a traditional real-estate focused research park into a vibrant innovation powerhouse.

The Science Center pioneered the concept of business incubation. Today it provides innovators, entrepreneurs, scientists, and companies at all stages of a business' lifecycle with support and access to resources, programming, capital, and space – helping move innovation from idea to IPO, and beyond. As a result, graduate firms and current residents of the Science Center drive \$13 billion in economic activity in the region annually.

The Science Center is a leading-edge “innovation intermediary” that successfully brings together academic institutions, local entrepreneurs, businesses and government to stimulate entrepreneurship and foster the transfer and commercialization of research and technologies.

Unlike many research parks, the Science Center is not affiliated with any one university. Instead, it has 31 shareholders in Pennsylvania, New Jersey and Delaware, giving it a regional and collaborative outlook. The shareholders represent the top academic and research institutions in the region, including the University of Pennsylvania, Drexel University, Rutgers, University of Delaware and the Children's Hospital of Philadelphia.

The Science Center is governed by a Board of Directors that includes representation from several key Science Center shareholders, as well as members affiliated with academia, industry, venture capital, economic development, and professional services firms. Board members are elected by the shareholders at annual shareholder meetings.

The Science Center's substantial real estate portfolio includes 16 buildings along Market Street in West Philadelphia that are home to science and technology-based firms, which together employ more than 9,000 people. Resident organizations include university operations, professional societies and organizations, venture funds, start-up and emerging technology firms, and established science/technology-oriented firms.



In 2015, the Science Center announced a significant expansion of its footprint in West Philadelphia through a strategic partnership with Wexford Science & Technology and Ventas that will transform its campus by adding 4 million square feet of office, lab, residential and retail space over the next decade. The combined and expanded footprint is now known as uCity Square. When uCity Square is fully built out over the next decade, thousands of new jobs will be added to the local economy.

Steel is rising for the first new building at uCity Square (and the 16th in the Science Center’s portfolio) – a 14-story, 350,000-square-foot lab and office building located at 3675 Market which will house the Science Center’s headquarters and programs as well as the globally-recognized Cambridge Innovation Center (CIC) which will provide world-class office and lab facilities that enable startups to grow and scale. The new building is scheduled to open in 3Q 2018.

The Science Center is taking big and bold new steps, as it expands its science and technology commercialization programs, triples the size of Quorum (its Entrepreneurs Clubhouse), widens the scope of FirstHand, its STEAM education program for middle school and high school students, and launches a workforce development initiative. Together with Wexford and CIC, it is creating a concentrated “innovation ecosystem” that will be a catalyst for growth and opportunity in the Philadelphia region.

The Science Center has annual revenues greater than \$20 million and total assets of \$86 million.

POSITION SUMMARY AND BACKGROUND

The Board of the Science Center seeks to recruit a new leader with a track record of delivering strong operating results and a demonstrated ability to work with academic institutions and startup and maturing companies translating research into viable commercial products. This leader will also leverage the existing Science Center brand, set a forward-looking vision, and develop an effective strategy to integrate a complex array of new entities, initiatives and services into an effective organization. Given Philadelphia’s strength in healthcare and life sciences, it will be important for the next leader to possess a sophisticated working knowledge of these sectors. The Center will continue to play a key leadership role in the economic development of the city and region, serving as a point of convergence for the technology transfer offices of local and regional universities; it will thus be important for the new CEO to have both the gravitas derived from graduate-level education and advanced training in science, medicine or engineering, and a passion for turning ideas and concepts into companies and products. Finally, this person will possess strong interpersonal skills and will need to work effectively for and collaboratively with a committed board of directors, staff, shareholder organizations, and other important stakeholders in the region.

KEY RELATIONSHIPS

Reports to:	Board of Directors
Direct Reports:	6 – 7 corporate officers, whom together with the CEO, comprise the Science Center Management Team
Other Key Relationships:	Regional Shareholder Universities Philadelphia Alliance for Capital & Technology (PACT) Ben Franklin Technology Partners



RESPONSIBILITIES

- Leverage the existing Science Center brand to maintain and sustain a regional economic engine fueled by the intellectual property (IP) of regional shareholder universities and the private sector.
- Effectively communicate the Science Center's vision, in order to align all shareholders and other stakeholders behind the Science Center's compelling and mutually beneficial view of the future of the region's economy.
- Serve as the liaison between all involved parties, appropriately expanding the reach of the Science Center beyond its immediate environs to ensure the success of the Center's mission.
- Continue to develop and/or hire a team of professionals to enable the smooth functioning and effectiveness of the center.
- Work closely and effectively with the Board.
- Manage and enhance relations with leading shareholders.
- Accountability for a \$20 million P&L.

KEY SELECTION CRITERIA

Ideal Experience

- Leadership experience in one or more of the following areas: science and technology; science-based industry, such as life sciences or high tech; venture capital; investment banking; IP.
- A track record of crafting and sustaining academic-industry partnerships.
- Experience negotiating, closing and implementing major deals, including fund raising.
- Strong written and verbal communication skills.
- Demonstrated ability to work with and through a Board of Directors and its various committees.
- Experience with complex organizations, such as those with numerous subsidiaries and affiliates, a matrix structure, etc.
- Past experience managing a P&L (past general manager's role).
- Strong interpersonal skills as this role not only will need to develop and lead his/her own team but will need to work with and through a number of affiliated organizations.

Critical Competencies for Success

- *Strategic Orientation and Solid Track Record of Operating Performance:* The successful candidate will possess the ability to articulate the competitive,



regulatory and financial context within which a company must operate. (S)he additionally will be able to describe how such understanding allowed an effective evaluation of short-term and long-term threats and opportunities in prior roles. The outstanding candidate will have a track record of (a) leading the development of organizational strategy, (b) converting that strategy into an effective, long-term action plan, and (c) implementing the plan to achieve positive financial and operational results, thereby helping to shape and secure the future of the organization.

- *Collaborative Skills:* The ideal candidate will work as well through influence as through direct authority. (S)he will initiate the forging of collaborations and be comfortable sharing responsibility and engaging others in successfully arriving at joint decisions, despite potential additional complexity or delay. To be successful, the candidate will show an awareness of the sources of conflict and an ability to anticipate questions and conflicts, and constructively and proactively manage the issues and stakeholders in order to arrive at mutually beneficial outcomes. Experience in successfully overcoming cultural, historical or political barriers in forging new relationships or teams, or in taking on a leadership role in crafting truly innovative partnerships, is particularly valued.

Other Personal Characteristics

- Highly intelligent; outstanding conceptual and analytical skills.
- Ability to develop and sustain strong business, academic and government relationships. A diplomatic demeanor and strong influencing skills.
- A high level of energy and stamina.
- Flexible; able to thrive in an environment of ambiguity and change.
- Ability to command respect, while remaining engaging and personable; effective working with a wide range of personal and professional styles.
- Professional credibility, with unimpeachable professional and personal ethics.
- Ability to develop and articulate a compelling vision for the organization and its ongoing importance to the success of the region's innovation ecosystem.
- Ability to inspire and motivate external and internal stakeholders.
- Confidence, humility and self-awareness.

COMPENSATION

The Science Center is committed to providing a compelling package commensurate with the new CEO's responsibilities.



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