

September 5, 2000

Dear Colleague:

We are initiating a national search for an Assistant Director for Education and Human Resources (EHR), to be appointed January 1, 2001, and we seek your assistance in the identification of candidates.

The Assistant Director, EHR, manages a Directorate comprised of six divisions -- Graduate Education; Undergraduate Education; Elementary, Secondary, and Informal Education; Educational System Reform; Human Resource Development; Research, Evaluation, and Communication; -- and the Office of Experimental Program to Stimulate Competitive Research (EPSCoR). Enclosed is an information sheet which summarizes the Directorate's activities and the responsibilities of the position, together with the criteria that will be used in the search. Employment may be on a temporary or permanent basis in the Federal Service or by temporary assignment under provisions of the Intergovernmental Personnel Act.

We seek your help in identifying candidates with outstanding leadership qualifications; a deep sense of scholarship; a grasp of the issues facing science, mathematics, and engineering education and the development of a world class workforce; and the ability to serve effectively as a key member of the NSF policy and management team. We are especially interested in identifying women, members of minority groups, and persons with disabilities for consideration. Recommendations of individuals from any sector -- academe, industry, or government -- are welcome.

Please send your recommendations, including any supporting information which you might be able to provide, to AD/EHR via e-mail ([ehrsch@nsf.gov](mailto:ehrsch@nsf.gov)) or at the following address: National Science Foundation, Office of the Director, Suite 1205, 4201 Wilson Boulevard, Arlington, VA 22230. We would appreciate receiving them by October 13, 2000.

Your assistance in this very important task is appreciated.

<signed>  
Rita R. Colwell  
Director

Enclosures

## **The National Science Foundation The Directorate for Education and Human Resources**

The National Science Foundation (NSF) is an independent agency of the United States Government. Its vision is to enable the nation's future through discovery, learning and innovation. In pursuit of this vision, NSF invests in (1) PEOPLE to develop a diverse, internationally competitive and globally-engaged workforce of scientists, engineers and well-prepared citizens; (2) IDEAS to provide a deep and broad fundamental science and engineering knowledge base; and (3) TOOLS to provide widely accessible, state-of-the-art science and engineering infrastructure. All of these goals work in concert. The Foundation seeks to realize these three goals through core strategies: developing intellectual capital; integrating research and education; and promoting partnerships among institutions involved in science and engineering research and education.

The **Directorate for Education and Human Resources (EHR)** is one of seven NSF directorates and is organized into six divisions and one office: Graduate Education; Undergraduate Education; Elementary, Secondary, and Informal Education; Educational System Reform; Human Resource Development; Research, Evaluation, and Communication; Office of Experimental Program to Stimulate Competitive Research (EPSCoR). The Directorate employs approximately 160 staff members and administers a budget of \$690.87M (FY2000). The Division of Graduate Education supports the early career development of scientists and engineers by providing fellowships and traineeships for graduate and postdoctoral study. The Division of Undergraduate Education supports efforts to strengthen the vitality of undergraduate science, mathematics, engineering, and technology (SMET) education for all students, including SMET majors, prospective teachers of grades pre-K to 12, students preparing for the technical workplace, and students in their role as citizens in a technological society. The Division of Elementary, Secondary, and Informal Education supports projects that develop and implement models of high-quality instructional materials; strengthen teacher competencies in science, mathematics, and technology content and pedagogy, prepare students for the technological workforce; facilitate transitions from secondary school to higher education and the workplace; promote the public understanding of science, mathematics, and technology and provide stimulating learning environments outside school. The Division of Educational System Reform supports programs that encourage and facilitate coordinated approaches to systemic, standards-based reform of science, mathematics and engineering education. The Division of Human Resource Development has primary responsibility for broadening the participation of groups underrepresented at the undergraduate, and graduate levels in science, mathematics, engineering, and technology, and improving science and engineering at minority-serving institutions. The Division of Research, Evaluation, and Communication supports research on teaching, learning and the integration and impact of technology on classrooms. The Division also contributes to the fundamental understanding of the development and implementation of science and mathematics programming across the EHR Directorate, and its impact through periodic program evaluations. The Office of Experimental Program to Stimulate Competitive Research (EPSCoR) increases the research and development (R&D) competitiveness of 18 states and the Commonwealth of Puerto Rico.

The **Assistant Director for Education and Human Resources (EHR)** provides leadership and direction to National Science Foundation programs aimed at improving education in science, mathematics, engineering, and technology. The incumbent is responsible for planning and implementing programs, priorities, and policy within the framework of statutory and National Science Board authority. He or she must have outstanding leadership abilities, a deep sense of scholarship, a grasp of the issues and opportunities facing education and research, and a commitment to the goals and strategies of the National Science Foundation.

**SCREENING COMMITTEE REVIEW CRITERIA  
ASSISTANT DIRECTOR FOR EDUCATION AND HUMAN RESOURCES (EHR)  
NATIONAL SCIENCE FOUNDATION**

We are seeking demonstrated evidence of capability in the following areas:

**Leading Change**

- Ability to serve effectively as a member of NSF's senior leadership team, helping to develop consensus both within the directorate and across the agency on agency policy and plans.
- Demonstrated knowledge and ability in identifying and addressing the major current intellectual challenges and opportunities involved in promoting the health and vitality of science, mathematics, engineering and technology education. Includes demonstrated ability to foster creativity and innovation in formulating responses and leading change.
- Ability to develop and implement strategic plans that support a cohesive and comprehensive set of activities encompassing every level of science, mathematics, engineering and technology education and to integrate key national and program goals.

**Leading People, Programs and Business Processes**

- Ability to provide results-driven leadership to an organization that includes a broad range of program activities supporting education and training activities for pre-kindergarten through postdoctoral levels, including public science literacy. Includes the ability to address and balance complex and diverse program requirements within available resources in response to major changing needs and priorities.
- Ability to lead and motivate an organization consisting of approximately 160 staff members and to manage the organization's human, financial, material and information resources.

**Representation/Building Coalitions**

- Ability to serve as the senior spokesperson for the EHR Directorate and to communicate NSF policy and strategic plans effectively to the external community including the general public, the nation's school systems and universities, the science and engineering community, other Federal agencies, the Congress, and the Administration. Involves skill in negotiation and advocacy in complex situations involving diverse parties and interests.

**Credibility within the Science, Mathematics, Engineering and Technology Education Communities**

- Deep sense of scholarship and significant professional contributions in science, mathematics, or engineering or science and mathematics education.
- Broad understanding of the current capabilities and trends of the scientific/engineering education communities in areas such as education research, building the K-12 workforce, systemic reform, diversity, educational technologies and broadening participation in science and engineering.
- Broad familiarity with the infrastructure that supports advances in science, mathematics, engineering and technology education.
- High level of professional recognition in the scientific/engineering community as evidenced by positions held, publications, and/or professional awards.

**Commitment**

- Commitment to the goals of the NSF as expressed in the Strategic Plan, including the integration of research and education, and the ability to conceptualize the role of EHR in achieving those goals.
- Commitment to the employment and development of a highly qualified staff that reflects the diversity of our nation and to representation of underrepresented groups and institutions on advisory committees, in workshops, and on proposal review panels.