

# HR & A

HAMILTON, RABINOVITZ & ASSOCIATES, INC.  
*Policy, Financial & Management Consultants*



September 28, 2007

Mr. Ban Ki-Moon  
Secretary General  
United Nations  
2 United Nations Plaza,  
New York, NY 10017

*Received by*  
*27-1051*

Dear Mr. Ki-Moon:

We have been engaged to conduct a national search for a Vice President and Director of the Center for Conflict Analysis and Prevention at the United States Institute of Peace. You are doubtless **aware** that USIP is a Congressionally chartered independent, nonpartisan organization dedicated to preventing violent conflict where possible, resolving it where necessary, promoting post-conflict stability, and increasing the world's store of systematic intellectual capital about conflict management tools and their most effective uses. A Summary Position Description of this vice presidency is attached for your review.


The Center for Conflict Analysis and Prevention operates at the very core of the Institute's mission. It conducts timely and relevant policy analyses of areas where the threat to peace is especially acute. It designs and manages USIP efforts to forestall the outbreak of violent conflict in such diverse locations as Korea, Pakistan, Iran and other neighbors of Iraq, Lebanon, and Zimbabwe. And it conducts frontier research, identifies best practices, and develops new conflict prevention and resolution tools for use in the field and in the Institute's education and training programs. The Vice President who directs this effort is positioned to exert strong, high impact leadership toward resolution of many of the most pressing issues of our time.

I would be particularly interested in any suggestions you may have for this appointment. If you happen to have a resume for the person(s) you nominate, that would also be most welcome. Any confidentiality rules you set will be strictly observed.

This search is being conducted on an expedited schedule. Nominees will begin being considered by the end of October, so it is important that any thoughts you wish to offer reach me by then, or sooner if at all possible. Please use any communication mode most convenient for you.

Many thanks for any help you are able to provide.

Sincerely,

  
Edward K. Hamilton  
Chairman

**SUMMARY POSITION DESCRIPTION**  
**VICE PRESIDENT AND DIRECTOR,**  
**CENTER FOR CONFLICT ANALYSIS AND PREVENTION,**  
**UNITED STATES INSTITUTE OF PEACE**

**The Organization**

The United States Institute of Peace is an independent, nonpartisan, national institution established and funded by Congress. Its goals are to help prevent and resolve violent conflicts, promote post-conflict stability and development, and increase conflict management capacity, tools, and intellectual capital worldwide. The Institute does this by empowering others with knowledge, skills, and resources, as well as by directly engaging in peacebuilding efforts around the globe.

In order to achieve the above goals, the Institute undertakes a unique combination of activities, including the following:

- Operating on-the-ground in zones of conflict, most recently in Afghanistan, the Balkans, Colombia, Iraq, Nepal, Pakistan, the Palestinian Territories, Nigeria, the Philippines, Sudan, and Uganda.
- Performing cutting edge research resulting in more than 400 publications for practitioners, policymakers, and academia.
- Identifying best practices and developing innovative peacebuilding tools (e.g., a seminal set of books on international mediation, a portfolio of resources on religious peacemaking, a toolkit for promoting the rule of law in fragile states, guidelines for civilian and military interaction in hostile environments, a preeminent series on cross-cultural negotiating behavior, and field-defining textbooks on conflict management).
- Training government and military personnel, civil society leaders, and the staff of non-governmental and international organizations on conflict management techniques – including mediation and negotiation skills.
- Educating emerging generations about conflict, strengthening related secondary school, college, and university curricula, and increasing the peacebuilding capabilities of future leaders.
- Supporting policymakers by providing analyses, policy options, and advice, as well as by sponsoring a wide range of country-oriented working groups (e.g., the Iraq Study Group; the Task Force on the United Nations; and standing working groups on Afghanistan, Cote d'Ivoire, DRC, Haiti, Iran, Iraq, Korea, Liberia, Syria, and Sudan).

- Informing academia, the media, and the public through a wide range of materials, publications, and events.

The Institute draws on a variety of resources in fulfilling its mandate, including Institute staff, grantees, fellows, and a broad set of governmental and non-governmental partners. The Institute employs more than 70 specialists with both geographic and subject-matter expertise. These experts are leaders in their fields. They come from the government, military, nongovernmental organizations, academia, and the private sector. The Institute also works with an extensive network of partners, including non-profits, academic institutions, government agencies, international organizations, and the military. Through its grantmaking program, the Institute has invested \$58 million since 1986 in some 1,700 grants for research and peacebuilding projects in 76 countries around the world. In addition, the Institute's Jennings Randolph Program for International Peace awards residential fellowships annually. Since the Program's inception, Senior Fellows have produced more than 125 books and special reports. The Program also awards non-resident Peace Scholar Fellowships to students at U.S. universities researching and writing doctoral dissertations related to the Institute's mandate.

Chartered by Congress in 1984, Institute programs are exclusively funded by annual Congressional appropriations. They have grown rapidly in recent years as USIP programs and services have become ever more sought after, especially in war-torn areas. Independent, nonpartisan governance is assured by a 15-member Board of Directors, 12 of whom are appointed from the private sector by the President and confirmed by the Senate, while the other three are ex officio Federal officials (the Secretaries of State and Defense, or their designees, and the President of the National Defense University). The annual appropriation supporting USIP's operating budget is approximately \$26 million. Full-time staff now number approximately 120, most of whom are located at the Washington headquarters.

This is an exciting time of increased impact, visibility, and growth for USIP, as it serves its diverse audiences of practitioners, policymakers, opinion leaders, scholars, and citizens at home and abroad. Much recent public notice has focused on its role as the facilitating organization for the bipartisan Iraq Study Group, chaired by former Secretary of State James Baker and former Congressman Lee Hamilton. The Institute is also constructing a new headquarters on the National Mall across from the Lincoln Memorial, with construction slated to begin this year.

### **Responsibilities of the Appointee**

The appointee directs the Center for Conflict Analysis and Prevention, which has a broad and important mandate. Its mission is to:

- Conduct timely, policy relevant analyses of countries and regions where the threat to peace and stability is particularly acute, and to identify longer term issues and trends that may jeopardize peace.
- Design and manage the Institute's efforts to forestall the outbreak of violent conflict (current priorities include Korea, Pakistan, Iran, Iraq's neighbors, Lebanon and Zimbabwe).

- Conduct research, identify best practices, and develop new tools for preventing violent conflict, and support related training and education efforts.

In his/her capacity as Institute Vice President, the appointee is a key member of the the Leadership Team and responsible for helping shape the strategic direction of the Institute. He/she is expected to:

- Identify, design, and implement innovative new programs.
- Lead, advise, and collaborate with a team of world-class staff (employees and contractors).
- Plan, budget, manage, and be accountable for the performance of the Center and for achieving agreed-upon results.
- Develop strong relationships and partnerships within the foreign affairs and conflict management communities (e.g., government, NGOs, international organizations, academia, the military).
- Maintain an environment of excellence and a "can do" culture which facilitates USIP's success.
- Conduct outreach to Congress and other key stakeholders, and help broaden the Institute's national profile.

The Vice President has a great deal of latitude to manage the work of the Center. He/she works under the general supervision of the Executive Vice President and has frequent interaction with the Board, the President and the other Vice Presidents.

### Qualifications

The appointee must be a United States citizen and should combine as many as possible of the following characteristics:

- Leader in his/her field, with deep expertise in international affairs and/or the disciplines of conflict management (e.g., conflict prevention, peacemaking, and/or post-conflict state-building). Ph.D. or equivalent is strongly preferred, as is a combination of research and operational experience.
- Strong interest in the Institute's work, together with commitment to its mission and to achievement of its full potential as a positive force for peace in a dangerous and uncertain world.
- Strong conceptual, analytic, and problem-solving skills, together with intellectual agility and a taste for cross-disciplinary endeavors.
- Ability to think strategically and effectively develop, communicate and execute multi-year plans and budgets.

- Advanced leadership and interpersonal skills suited to leading extremely talented professionals, and to ensuring a cohesive and committed team.
- Ability to provide counsel and constructive criticism to team members.
- Strong collaborative, coordination and project management skills.
- Advanced communication skills (oral and written) and comfort with different audiences (e.g., high-level briefings, large public events, media appearances).
- The quality of mind, energy, technical knowledge and imagination required to help lead an organization which combines the missions of an operating nonprofit, a think tank, a grantmaking foundation, and a training institution.
- Willingness to relocate to the Washington, D.C. area.

#### Eligibility for Appointment

The Institute engages staff members without regard to race, creed, national origin, age, gender, marital status or any other characteristic covered by law. All who believe they meet the stated qualifications are invited to apply.

#### Compensation Package

It is anticipated that the appointee will receive an initial salary in the range of \$125-\$150,000, provided that his/her earning history supports a salary in this range. Generous pension, health and other fringe benefits are provided.

#### Timing of Appointment

Initial consideration of candidates will begin in late October 2007. The appointee will assume the position at the earliest feasible date after selection.

To apply, or for further information, please contact:

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