

SHEILA GRINELL

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Special interests:

Planning for science centers and other nonprofits:

- Refine mission and enhance governance
- Perform environmental scan and develop partnerships and alliances
- Build or refine financial model for effectiveness
- Evaluate educational mission, methods, and potential
- Articulate strategy for use by leaders and managers

Transition management:

- Provide interim leadership and management
- Analyze financial model for effectiveness
- Define critical functions and job responsibilities
- Communicate with staff, board, and key stakeholders
- Assist in recruitment

Consulting:

Since 2005, Sheila Grinell has served as principal of **GRINELL, LLC: Strategic Designs for Cultural Organizations**, calling upon a team of fellow consultants to meet clients' specific needs. Clients include:

Sonoran Desert Foundation, Phoenix, Arizona

This new nonprofit organization is creating a multi-institutional, multi-disciplinary cultural campus at the principal entrance to a 21,000-acre desert preserve being developed by the City of Phoenix. Sheila Grinell developed the program for the campus, initiated its partnerships, and organized the phased implementation of the work.

Noyce Foundation, Palo Alto, California

The Noyce Foundation has launched a comprehensive leadership development initiative for the science center and museum field. Working with experts in executive education, Sheila Grinell serves as a member of the design team and as liaison to museums. The Noyce Leadership Institute debuted in spring 2008.

The Tech Museum of Innovation, San Jose California

Opened in 1998 in the heart of Silicon Valley, this hands-on center faced a gap in leadership when the founding director retired. Sheila Grinell served as Interim CEO for

seven months. She restructured the staff, streamlined the \$12 million budget, and secured seven-figure support for a key initiative, preparing the way for a new leader.

The Halpin Companies, Phoenix, Arizona

Sheila Grinell and colleague Katherine Halpin assisted the Fresh Start Women's Foundation with retreat planning and facilitation, articulating critical success factors that prepared the Board to transition to the next stage in the organization's life. Sheila led a process to define roles and responsibilities for the volunteer and executive leadership.

Arizona Science Center, Phoenix, Arizona

Having served as founding CEO of the Center for over a decade, Sheila Grinell assisted her successor, the present CEO, in master planning and in planning for the current capital project, which includes an extensive renovation of exhibits and visitor facilities.

Westat, Rockville, Maryland

An established survey research company, Westat evaluates projects for the National Science Foundation. Sheila Grinell conducted a site visit and prepared the resulting report about the San Francisco school district's recent partnership with informal science institutions.

Experience:

PRESIDENT & CEO, Arizona Science Center, Phoenix, AZ, 1993 - 2004

Assumed leadership of a small science center in order to plan and implement expansion into a 120,000-square-foot, purpose-built facility. Developed mission, program, and strategic plans for the expanded institution with the Board of Trustees. Hired key staff and implemented new bylaws, policies, and controls. Executed a successful capital campaign for \$20 million for exhibits and other start-up costs. Coordinated with City of Phoenix for \$30 million construction of the building and ancillary facilities. Opened the new facility in 1997; the new Arizona Science Center averaged 400,000 annual on-site visitors during its first decade. Directed a second, 22,500-square-foot capital expansion and programmatic growth, and mentored a successor. Retired at end 2004 to resume consulting practice.

CONSULTANT FOR SCIENCE/TECHNOLOGY EXHIBITS AND MUSEUMS, Self-employed, Teaneck, NJ, 1987 - 1993

Assisted new or expanding science centers in program and strategic planning, including development of mission, educational philosophy, and operating statements. Designed and led programs for professional development for people starting science centers. Created exhibition concepts for a variety of new and expanding institutions, and planned multi-media initiatives in science communications in a variety of subject disciplines. Museum clients ranged from a small science center in upstate New York, to the national science center of the Netherlands, to a major botanic garden; other clients included corporations, government agencies, professional associations in science and medicine, civic groups, and public television producers.

ASSOCIATE DIRECTOR, New York Hall of Science, Queens, NY, 1984 - 87

With the director, Alan Friedman, developed a hands-on science museum including 30,000 square feet of exhibit space. Starting with two employees and an unfinished building, planned and led activities leading to opening to the public in 1986, with a staff of 70, an operating budget of \$2,500,000, and 225,000 visitors in the first year. Areas of responsibility included capital projects, exhibits, finance, administration, and visitor services. Acted as liaison to New York City government agencies, and served as Secretary of the corporation.

EXECUTIVE DIRECTOR, Association of Science-Technology Centers, Washington DC, 1980 - 82

For this organization of (then) 150 science museums and related institutions, supervised staff of eight persons who provided conferences, seminars, publications, traveling exhibitions, and an information clearing-house. Initiated long-range planning, expanded services to the field, and established the first corporate funding program for the Association. Also served as *TRAVELING EXHIBITION SERVICE COORDINATOR (1978-80)*, responsible for developing and circulating 15 exhibitions annually, and as *PROJECT DIRECTOR (1978-84)* of a major traveling exhibition on the cultural impact of microelectronic technology. "Chips & Changes" won an award for technology education from the U.S. Congress and was seen by 1.25 million people in 14 cities in 1984 - 1988.

CO-DIRECTOR FOR EXHIBITS AND PROGRAMS, The Exploratorium, San Francisco, 1969 - 74

With the founder, Frank Oppenheimer, launched this innovative museum that teaches physics through the theme of perception. During these first five years, we created 250 interactive exhibits and visitors increased to 400,000 per year. Planned pedagogical and physical growth of the collection; conceived and developed exhibits; tested exhibit prototypes with the public. Developed a program to recruit, train, and supervise high-school student floor staff (Explainers); organized first school visit program; conceived and wrote first catalog; and helped formulate policy and practice now widely emulated by museums around the world.

Selected publications:

- ◆ "In the Comfort Zone: Working with Scientists on Exhibition Design" *ASTC Dimensions*, Sept./Oct. 2007.
- ◆ "In Search of New Audiences: Blockbusters and Beyond" *ASTC Dimensions* May/June 2006
- ◆ *A Place for Learning Science: Starting a Science Center and Keeping It Running*, Association of Science-Technology Centers, 2003. Second edition, revised and expanded, of *A New Place for Learning Science: Starting and Running a Science Center*, Association of Science-Technology Centers, 1992.
- ◆ "Earned Income: Where's the Potential?" *ASTC Dimensions* May/June 2000.
- ◆ "Book Review: *Institutional Trauma: Major Change in Museums and Its Affect on Staff*" *Curator* 39/1, March 1996.

- ◆ Vision to Reality: Critical Dimensions in Science Center Development, with Mark St. John, Association of Science-Technology Centers, 1993 (vol. 1), 1994 (vol. 2).
- ◆ "Reaching the Non-school Public about Genetics" The American Journal of Human Genetics Vol. 52, No.1, Jan 1993.
- ◆ Using Scientist Volunteers at Museums, with Patricia Curlin, American Association for the Advancement of Science, 1990.
- ◆ A Report on the 1987 ASTC Survey, with Mark St. John, Association of Science-Technology Centers, 1989.
- ◆ "Science Centers Come of Age" Issues in Science and Technology Spring 1988.
- ◆ "Starting the Exploratorium: A Personal Recollection by Sheila Grinnell" American Scientist, May 1988.

Professional affiliations:

American Association for the Advancement of Science,

- ◆ Chair, Committee on Public Understanding of Science and Technology 1990-92, and Member 1984-90.
- ◆ Member of nominating committee of Section Y (general interest) 1992-1994 and steering committee 1994-97 and 1987-90.
- ◆ Elected a Fellow in 1989.

Association of Science-Technology Centers

- ◆ Member, Board of Directors 2001-2004.
- ◆ Designer and faculty member, ASTC Institute for New Science Centers 1988-1994.
- ◆ Member: Long-range Planning Committee 1987; Professional Development Committee 1998- 2002; Development Committee 2000-2001; Analyses and Trends Committee 2003-.
- ◆ Elected a Fellow in 2005.

Arizona Foundation for Resource Education

- ◆ Member, Board of Director 2001-

Cyberchase, Thirteen/WNET

- ◆ Member, National Advisory Board, 2005-2007.

Desert Botanical Garden

- ◆ Member, Research and Horticulture Committee of the Board of Trustees, 2007-

FINRA securities arbitrator, 2006 -

Lemelson Center for Innovation, Smithsonian Institution

- ◆ Member, Advisory Committee, 1999-2001; Exhibition Advisory Committee 2001- 2002.

Vatican Observatory, Tucson AZ

- ◆ Member, Board of Directors, 1998-2005.

Presentations made at conferences of:

American Association for the Advancement of Science, American Association of Museums, American Association for World Health, American Association of State and Local History, Association of Science-Technology Centers, China-U.S. Forum on the Popularization of Science and Technology (Shanghai), City of Science and Technology (Paris), Colston Symposium (Bristol, UK), International Association of Amusement Parks and Attractions, International Conference on Computers and the Humanities, Museum Management Institute of the University of Colorado at Boulder, National Council of Science Museums (India), National Research Council, Themed Entertainment Association, Sigma Xi, Staten Island Children's Museum, and others.

Reviewer/ panelist for:

Arizona Community Foundation, Flinn Foundation (Phoenix, AZ), Howard Hughes Medical Institute, Institute of Museum and Library Services, Massachusetts Council for the Arts and Humanities, National Endowment for the Humanities, National Science Foundation, U.S. Department of Energy, University of California at Berkeley, Wellcome Trust (London, UK).

Professional development:

Executive Program in Nonprofit Leadership-Arts, 2004, Stanford Business School.

Education:

M.A., sociology, 1968, University of California at Berkeley.

Fulbright Teaching Assistantship. 1966-67, Toulon, France.

B.A. *magna cum laude*, 1966, Radcliffe College of Harvard University.

Graduate, 1962, Bronx High School of Science.