

# BROOKINGS

Senior Director of Development  
Economic Studies  
The Brookings Institution  
Washington, D.C  
<https://www.brookings.edu/>

*Send Nominations or Cover Letter and Resume to:*

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## The Opportunity

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For over a century, the Brookings Institution has worked to develop critical public policy solutions in response to society's greatest challenges using nonpartisan research firmly grounded in facts and free from ideological bias. The Brookings Economic Studies program (ES), one of five research program areas, fulfills this mission by analyzing current and emerging economic issues facing the United States and the world. This work has never been more important.



Brookings seeks a seasoned and sophisticated Senior Director of Development to lead the fundraising effort and team for ES. Reporting to the Vice President and Director (VPD) of Economic Studies, Stephanie Aaronson, and serving as a member of her senior leadership team, the Senior Director will set the strategic direction for the program's long-term, sustainable growth. As the principal development officer for ES, s/he will drive the identification and engagement of new revenue sources and will be responsible for relationships with current donors, including the Economic Studies Council members.

An energetic visionary undaunted by complexity, the Senior Director will bring professional expertise and best practices to the Institution. The successful candidate will be intellectually curious, entrepreneurial, and highly collaborative. S/He must have demonstrated experience closing major and principal gifts, working with senior leadership, scholars and/or faculty, and successfully engaging various groups and constituencies. The ability to collaborate across the Institution, particularly with central development, to successfully build and grow ES's fundraising program to its greatest potential is fundamental.

## The Brookings Institution

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[The Brookings Institution](#) is a nonprofit public policy organization based in Washington, D.C. Its mission is to conduct in-depth research that leads to new ideas for solving problems facing society at the local, national, and global level.

Brookings brings together more than 300 leading experts in government and academia from all over the world who provide the highest-quality research, policy recommendations, and analysis on a full range of public policy issues.

The research agenda and recommendations of Brookings's experts are rooted in open-minded inquiry, and its scholars represent diverse points of view. Research topics cover foreign policy, economics, development, governance, and metropolitan policy.



## The Brookings Economic Studies Program

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*Brookings Papers On Economic Activity Inform Public Policy Debates*

The [Brookings Economic Studies](#) program analyzes current and emerging economic issues facing the United States and the world, focusing on ideas to achieve broad-based economic growth, a strong labor market, sound fiscal and monetary policy, and economic opportunity and social mobility. The research aims to increase understanding of how the economy works and what can be done to make it work better.

To help organize, focus, and leverage the work, Economic Studies contains a variety of centers, projects, and major initiatives which are organized around several priority areas:

## ***Health Care and Reform:***

### [USC-Brookings Schaeffer Initiative for Health Policy](#)

A partnership between Economic Studies and the USC Schaeffer Center for Health Policy & Economics, the USC-Brookings Schaeffer Initiative aims to inform the national healthcare debate with rigorous, evidence-based analysis leading to practical recommendations using the collaborative strengths of USC and Brookings.

## ***Climate:***

### [Climate and Energy Economics Project](#)

Brookings's purpose is to develop and promote environmentally sound, economically efficient approaches to reducing human-induced risks to the earth's climate. It focuses on the economics of potential domestic climate policies, how U.S. commitments might play into a global agreement, and the design of state-level carbon pricing policies.

## ***Social Policy:***

### [Center on Children and Families](#)

Studying policies for the well-being of children and their parents, in order to find more effective means of addressing poverty, inequality, and lack of opportunity in the United States.



### [Future of the Middle Class Initiative](#)

The goal of the Future of the Middle Class Initiative is to improve the quality of life of America's middle class and to increase the number of people rising to join its ranks. Through independent, nonpartisan analysis and policy development, Brookings seeks to advance public understanding of challenges facing the middle class and barriers to upward mobility.

### [The Retirement Security Project](#)

Promoting efforts to make retirement saving easier and more rewarding, to improve retirement income prospects for American workers.

## ***Tax and Fiscal Policy:***

### [Urban-Brookings Tax Policy Center](#)

Clarifying the nation's tax policy choices with timely, accessible analysis and facts for policymakers, journalists and researchers.

## ***Across Multiple Areas:***

### [Brookings Papers on Economic Activity](#)

Publishing research on current issues in macroeconomic policy, described in a clear and accessible style to maximize the impact on economic policymaking.

### [Center on Regulation and Markets](#)

Providing independent, nonpartisan research on regulatory policy, applied broadly across microeconomic fields. The Center's research informs regulatory policymaking, the regulatory process, and the efficient and equitable functioning of economic markets.

### [Center on Social Dynamics and Policy](#)

Improving the understanding of complex issues such as epidemics and potential policy responses to those crises through the use of computational modeling and simulation techniques.

### [The Hamilton Project](#)

Producing evidence-based policy proposals to help create broad-based economic growth by harnessing the power of markets, enhancing individual economic security, and embracing a role for effective government.

### [The Hutchins Center on Fiscal and Monetary Policy](#)

The Hutchins Center on Fiscal and Monetary Policy provides independent, nonpartisan analysis of fiscal and monetary policy issues in order to further public understanding and to improve the quality and effectiveness of those policies.

## **The Role**

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Reporting to the VPD of Economic Studies and serving as a member of the program's management team, the Senior Director is responsible for comprehensive efforts to raise annual and durable funds to support Brookings's highly productive and influential ES program, (approximately \$20 million annual operating budget). The Senior Director manages a team of three development staff and, as the principal fundraiser for ES, actively cultivates and builds positive relationships with current and potential donors, including the Economic Studies Council members, and serves as the chief liaison with development leadership and staff across Brookings. S/He provides strategic leadership and guidance to the VPD and ES scholars and serves as the key architect of two current fundraising campaigns for the Alice M. Rivlin endowed chair for the Vice President and Director of Economic Studies and the Brookings Papers on Economic Activity, both flagship efforts for ES.



## ***Responsibilities:***

### **Fundraising and Management:**

- In collaboration with the VPD, scholars, and development staff, develop and implement the overall fundraising strategies for ES.
- Provide fundraising leadership and guidance to the VPD. Drive fundraising schedules and objectives forward; ensure that plans are implemented, goals achieved, timely reports generated, and information shared.
- Maintain a portfolio of major donors with specific annual goals and objectives, cultivate active prospects, and build a robust pipeline of potential donors.
- Personally engage, solicit, and steward the program's donors and prospects, in conjunction with the program's VPD and scholars and Brookings leadership, as appropriate.
- Draft major gift proposals and other materials in support of solicitation efforts; guide VPD and scholars through the cultivation process; provide feedback on concept papers and grant applications; synthesize complex and abstract concepts into clear and accessible language.
- Develop strong relationships with the members and prospects of the Economic Studies Council and other donor stewardship groups; develop and implement strategies to engage members more broadly in fundraising activities and outreach; assess its current status and set future direction; and plan and execute on all aspects of the Economic Studies Council meetings.
- Create and communicate compelling messages to staff, scholars, external constituents, and supporters that underscore the overall need, purpose, and goals for Economic Studies.
- Lead and manage the development team; provide additional oversight on development-related work of other program staff.
- Ensure that funder partnerships and other relationships comply with Brookings guidelines and policies.
- Serve as principal staff liaison to the Brookings Vice President for Development and the central development office; act as the primary bridge of communication maintaining transparency in prospect identification, cultivation, and solicitation; manage requests for scholar participation in fundraising events; represent Economic Studies in institution-wide efforts.
- Stay abreast of philanthropic, economic, social, and educational trends related to fundraising; ensure that staff members are informed of changes in legislation and other trends and initiatives that might impact giving.

## ***Qualifications:***

*Ready to make an impact? In this role, you will support Brookings's values of collegiality, respect, inclusion, diversity, and community, and bring the following qualifications:*

### **Education/Experience Requirements:**

- Bachelor's degree required.

- Minimum eight years of relevant fundraising experience, including experience designing strategy for major gifts and proven experience cultivating and soliciting high-net-worth individuals, corporations, and foundations.
- Leadership and management experience in directing and overseeing day-to-day operations and staff.
- Comprehensive understanding of institutional development, including campaigns, annual giving, major gifts fundraising, and planned giving, encompassing the management of fundraising information systems, prospect research, stewardship, and related activities.
- Ability to conceptualize, plan, and implement a strategic approach to building relationships and securing philanthropic support from individuals: setting realistic goals, developing strategies for prospects, prioritizing activities, soliciting gifts, and orchestrating the involvement of volunteers and institutional leadership.
- A record of success in organizing and implementing financial goals and strategies, analyzing and identifying problems, and formulating creative solutions.
- Experience developing solid working relationships with a senior leadership team, high-level volunteers, and donors.
- A track record as an effective communicator who is articulate and persuasive in written and verbal communications.
- Demonstrated ability to multitask, be organized and flexible, meet deadlines, and prioritize job responsibilities.

### **Knowledge/Skills Requirements:**

- A superior communicator who shares information readily and concisely; listens as well as gives advice and respects the abilities of others.
- An experienced manager who is data- and metrics-driven and committed to developing a collaborative and cohesive team.
- Track record of effectively leading fundraising teams utilizing best practices to meet goals.
- Articulate, polished, and sophisticated individual who presents well and can interact comfortably with high-level individuals and groups; comfortable interacting with persons of high wealth and intelligence.
- Strong analytical, organizational, and planning skills and the ability to synthesize abstract concepts into clear and accessible language.
- Decisive, tough and resourceful with the ability to anticipate and act on events and opportunities in an appropriate manner.
- A collegial style and an appreciation for the work of Brookings scholars and the vital national and international policy questions their work addresses.
- Ability to manage multiple projects and deadlines and maintain disciplined adherence to program goals. Must be a team player who welcomes collaborative decision making.
- Energetic and willing to work hands-on in developing and executing a variety of fundraising activities ranging from the routine to the highly creative and visible.

- Possess professional maturity, credibility, patience, good judgment, honesty, integrity, and trust; able to motivate others in a similar vein.
- Must be authorized to work for any employer in the United States.

## ***Additional Information:***

*What can Brookings offer you?* Brookings provides a generous benefit package that is comprehensive and includes both traditional benefits and unique offerings.

Brookings is an equal-opportunity employer that is committed to promoting a diverse and inclusive workplace. It welcomes applications from all qualified individuals regardless of race, color, national origin, gender, sexual orientation, age, religion, physical or mental disability, marital status, veteran status, or other factors protected by law.

## **Leadership**

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**John R. Allen**  
***President, The Brookings Institution***

John Rutherford Allen assumed the presidency of the Brookings Institution in November 2017, having most recently served as chair of security and strategy and a distinguished fellow in the Foreign Policy Program at Brookings. Allen is a retired U.S. Marine Corps four-star general and former commander of the NATO International Security Assistance Force (ISAF) and U.S. Forces in Afghanistan.

Allen served in two senior diplomatic roles following his retirement from the Marine Corps. First, for 15 months as senior advisor to the secretary of defense on Middle East Security, during which he led the security dialogue for the Israeli/Palestinian peace process. President Barack Obama then appointed Allen as special presidential envoy to the Global Coalition to Counter ISIL, a position he held for 15 months. Allen's diplomatic efforts grew the coalition to 65 members, effectively halting the expansion of ISIL. In recognition of this work, he was presented the Department of State Distinguished Honor Award by Secretary John Kerry and the Director of National Intelligence Distinguished Public Service Award by Director James Clapper.

During his nearly four-decade military career, Allen served in a variety of command and staff positions in the Marine Corps and the Joint Force. He commanded 150,000 U.S. and NATO forces in Afghanistan from July 2011 to February 2013. Allen is the first Marine to command a theater of war. During his tenure as ISAF commander, he recovered the 33,000 U.S. surge forces, moved the Afghan National Security Forces into the lead for combat operations, and pivoted NATO forces from being a conventional combat force into an advisory command.

Allen's first tour as a general officer was as the principal director of Asia-Pacific policy in the Office of the Secretary of Defense, a position he held for nearly three years. In this assignment, he was involved

extensively with policy initiatives involving China, Taiwan, Mongolia, and Southeast Asia. Allen also participated in the Six Party Talks on the denuclearization of the Korean Peninsula and played a major role in organizing the relief effort during the South Asian tsunami from 2004 to 2005.

Beyond his operational and diplomatic credentials, Allen has led professional military educational programs, including as director of the Marine Infantry Officer Program and commanding officer of the Marine Corps Basic School. He twice served at the United States Naval Academy, first as a military instructor, where he was named instructor of the year in 1990, and later as commandant of midshipmen; the first Marine Corps officer to hold this position. Allen was the Marine Corps fellow to the Center for Strategic and International Studies and the first Marine officer to serve as a term member of the Council on Foreign Relations, where today he is a permanent member.

Among his other affiliations, Allen is a senior fellow at the Merrill Center of the Johns Hopkins School of Advanced International Studies and a senior fellow at the Johns Hopkins Applied Physics Laboratory. He is an “Ancien” of the NATO Defense College in Rome and a frequent lecturer there. Allen is the recipient of numerous U.S. and foreign awards.

He holds a Bachelor of Science in operations analysis from the U.S. Naval Academy, a Master of Arts in national security studies from Georgetown University, a Master of Science in strategic intelligence from the Defense Intelligence College, and a Master of Science in national security strategy from the National Defense University.



**Stephanie Aaronson**  
*Vice President and Director, Economic Studies*  
*Senior Fellow, Economic Studies*

Stephanie Aaronson is the Vice President and Director of the Economic Studies program at the Brookings Institution. Aaronson joined Brookings in October 2018 after nearly two decades at the Federal Reserve Board, where she was most recently the Assistant Director of the Division of Research and Statistics. Aaronson also serves as an advisory board member of the *Journal of Economic Perspectives*.

Aaronson is a labor economist whose academic research has examined, among other issues, why an increasing share of Americans are not participating in the labor force. Her research has been published in a variety of academic journals and cited in publications such as the *Economist* and the *New York Times*. In her position at the Federal Reserve Board, Aaronson helped in the preparation of the economic forecast submitted to the Federal Open Market Committee (FOMC), provided policy analysis to the Board and FOMC in support of their monetary policy functions, and had oversight of sections that produce analysis, forecasting, and research regarding inflation, monetary policy, and macroeconomic activity and uncertainty. Aaronson joined the Federal Reserve in 2000 and was appointed chief of what was then the Macroeconomic Analysis section in 2012. Between 2011 and 2012 she served as Deputy Assistant Secretary for Macroeconomic Policy at the Department of Treasury, where she received an award for meritorious service. In 2010 she was a visiting scholar in the Department of Economics at Yale University.

Aaronson has an AB degree in history from Columbia College and a Ph.D. in economics from Columbia University.



**Lucy Kim**  
***Vice President, Development***

As the Vice President of Development at Brookings, Lucy Kim is responsible for managing the Institution's fundraising efforts and development strategy.

Prior to joining Brookings, Kim served in several executive positions at Harvard University, most recently as Deputy Vice Dean of Development at the T.H. Chan School for Public Health. In this role, she oversaw all levels of fundraising and development strategy and managed volunteer leadership activities during the final two years of the record-breaking Harvard Campaign. Kim has also held fundraising and management responsibilities at Harvard's Faculty of Arts and Sciences and the Radcliffe Institute for Advanced Study. Trained as an opera singer, she was previously the Administrative Director of the Boston University Tanglewood Institute, an intensive summer music training program for classical musicians of high school age.

Kim earned a Master of Education in Policy and Management from the Harvard Graduate School of Education. She also holds undergraduate and graduate degrees in voice performance from Boston University and the University of Illinois, Urbana-Champaign, respectively. Kim has led Public Narrative workshops for numerous advocacy organizations as a tool for community organizing, collective action, and social change.

## Location

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### ***Washington, D.C.:***

The Washington metropolitan area, centered in the District of Columbia and covering parts of Maryland and Virginia, as well as a small portion of West Virginia, is the most educated and, by some measures, the most affluent metropolitan area in the United States. In 2019, the Washington metropolitan area had a population estimated at over six million, which makes it the seventh-largest metro area in the United States. It is home not only to the seat of U.S. government but also to dozens of major multinational corporations and hundreds of major research universities, think tanks, and nonprofit organizations.



The Brookings Institution is located in the historic Dupont Circle neighborhood in the heart of the city of Washington, D.C. Headquartered on Massachusetts Avenue, it is proximate to many other prestigious think tanks and is easily accessible by public transportation from points throughout the metropolitan area.

## **Background Checks:**

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Prior to submitting your resume for this position, please read it over for accuracy. Lindauer does verify academic credentials for its candidates, and our clients frequently conduct background checks prior to finalizing an offer. Brookings will conduct a background check once an offer is extended and accepted.

**To learn more, call 617-262-1102  
or send nominations or cover letter and resume to  
Libby Roberts, Senior Vice President at  
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or  
Donna Russell, Senior Consultant at  
[drussell@LindauerGlobal.com](mailto:drussell@LindauerGlobal.com)**

**All inquiries will be held in confidence.**



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