

# BROOKINGS

Vice President of Development  
The Brookings Institution

Washington, D.C.  
[www.brookings.edu](http://www.brookings.edu)

## Overview of the Institution

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The Brookings Institution is a nonpartisan think tank 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 levels.

At a time when leaders in business and government lurch from crisis to crisis, Brookings' experts find practical solutions to public policy challenges simmering around the world. With national and global events unfolding at a remarkable speed, the sound thinking and data-based approach that Brookings' experts bring to the table are more important than ever before. Bringing its work to key audiences — in the United States and around the world — is an essential part of Brookings' mission.



The Institution traces its beginnings to 1916, when a group of leading reformers founded the Institute for Government Research (IGR), the first private organization devoted to analyzing public policy issues at the national level.

To fulfill its mission today, 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. Its research agenda and recommendations are rooted in open-minded inquiry and represent diverse points of view.

## ***Brookings' five research program areas include:***

### **ECONOMIC STUDIES**

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.

### **FOREIGN POLICY**

America's conduct of foreign policy demands that, as a nation, we address the dual realities of new threats and opportunities in a world that is more connected and interdependent, where technology has eclipsed traditional understandings of borders and security.

### **GLOBAL ECONOMY AND DEVELOPMENT**

The Global Economy and Development program at Brookings aims to shape the policy debate on how to improve global economic cooperation and fight global poverty and sources of social stress. With a long-term vision of strong, sustainable and balanced growth for a prosperous world, the program undertakes high-quality research, identifies target audiences and policy opportunities and shares its findings to inform new policy solutions.

### **GOVERNANCE STUDIES**

The Governance Studies program at Brookings is dedicated to analyzing education and healthcare policy issues, political institutions and processes, contemporary governance challenges, technology innovation and law and security issues. Its scholarship identifies areas in need of reform and proposes specific solutions with the goals of improving the performance of the national government, informing debate and providing policymakers with expert analysis and ideas to ensure better institutional governance.

### **METROPOLITAN POLICY PROGRAM**

The mission of the Metropolitan Policy Program is to deliver research and solutions that help metropolitan leaders build an advanced economy that works for all.

Within these program areas, The Brookings Institution also hosts multiple [Centers](#), as well as specific project and initiatives producing quality independent research bringing scientific sensibilities and methods to the issues of the day.

## Position Overview – Vice President of Development

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The Vice President of Development (VPD) provides philanthropic strategy, vision, leadership and guidance to the President, the Executive Vice President and the Institution and serves as the catalyst for enabling Brookings to achieve its ambitious financial goals. The VPD will help Brookings support its research and programmatic activities through solicitation of new, ongoing and sustainable sources of funds.

Reporting to the President and collaborating closely with the Executive Vice President, s/he will serve on the senior management team, lead a team of approximately 15 employees and must be able to oversee and navigate a decentralized development operation.

Key attributes include leveraging the President's time to represent Brookings in any way that helps maximize building relationships with potential funders. The President anticipates dedicating a significant portion of his time to development; therefore, the VPD must be able to anticipate his needs with flexibility, agility and speed.

The VPD must be a strategic thinker and doer with the ability to take great ideas from conception to execution. S/he will enhance efforts to generate significant gifts from individuals, corporations, foundations and other organizations and will ensure that all areas of the development operation are strategically organized and managed to achieve maximum success. This will require that the VPD initiate cutting-edge strategies that maximize Brookings' presence in the marketplace now and well into the future.

### ***Principal Duties and Responsibilities:***

#### **LEADERSHIP AND STRATEGY**

- With the President, create a development strategic plan for priorities that align with his long-term vision.
- Establish strong working relationships with the President, the Executive Vice President and the senior leadership team, including the research program and business unit vice presidents so that, in partnership, sound fundraising strategies that impact the entire organization are developed and implemented.
- Identify and approach donors from all constituency groups; steward and cultivate existing relationships and support research program directors with their fundraising.
- Develop a close working relationship with Board leadership and members and with the program development officers in the research, cultivation and solicitation of major contributions.

- Build a close working relationship with the Executive Office and establish seamless operations between the Executive Office and Central Development
- Oversee the organization and planning of the Board of Trustees meetings and the International Advisory Committee (IAC) meetings, working closely with the President and the Executive Vice President, with substantive input from the Research Vice Presidents.
- Provide leadership and staff support for active board committees and task forces, including the Development Committee, and the Nominations & Governance Committee, working closely with the VP, Chief of Staff and Board Relations Manager.
- Maintain and grow contributions from Trustees, IAC and Council members.
- Engage board members in fundraising and outreach on behalf of central development and the five research programs.
- Work closely with the research program vice presidents to understand their work and assist their fundraising efforts; strategically direct the approaches to common funders to ensure that all solicitations are coordinated and seamless.
- Maintain a visible and effective role as a spokesperson for Brookings to reinforce and build positive understanding of the organization with its many audiences.
- Assist in gaining visibility for Brookings and help build the Brookings' brand. Broaden the national and international scope of Brookings' impact and its ability to attract funding.
- Communicate to staff, external constituents and supporters throughout the country and abroad the overall need, purpose and goals of fundraising for Brookings.

## **DEVELOPMENT OPERATIONS AND MANAGEMENT**

- Develop clear short-term and long-range plans for the Development Office that are both realistic and challenging.
- Prepare annual fundraising plan and budget.
- Evaluate and optimize systems and processes to streamline Development operations and ensure clear communication with all stakeholders.
- Ensure that all fundraising goals are met; create appropriate incentives and metrics, unique to Brookings, to help meet these goals.
- Oversee and understand the roles of Development Office staff; make staffing decisions to support collaboration and engagement.
- Actively participate as a member of the Institution's Executive Leadership team, including Steering Committee meetings and in Senior Management Team meetings.
- Stay abreast of philanthropic, economic, social and educational trends related to fundraising; ensure that board and staff are informed of changes in legislation and other trends and initiatives that might impact giving.

- Design and implement new methods of fundraising to complement Brookings' current successful lineup.
- Develop, implement and coordinate collaborative fundraising initiatives with other institutions with which Brookings is engaged in joint projects.

## **EXPERIENCE, KNOWLEDGE AND SKILLS**

- Ability to be a team player who welcomes and models collaborative decision making.
- Appreciate the work of Brookings scholars and the vital policy questions their work addresses.
- Successful track record of soliciting and closing seven- or eight-figure gifts/pledges.
- Bachelor's degree and 15+ years of successful experience in fundraising, preferably in a large, complex institution.
- Articulate, polished and sophisticated individual who can interact comfortably with high-level individuals and groups; possess comfort level for interaction with persons of high wealth and intelligence. Experience developing solid working relationships with trustees and other high-level volunteers and donors.
- Diplomacy and ability to engage individuals in a variety of social and business settings.
- Demonstrated ability to work effectively with and quickly gain the respect and support of various constituencies, including the President, the development staff, trustees, vice presidents, scholars and donors.
- Proven leadership and management experience to develop and oversee staff and day-to-day activities and operations.
- A comprehensive understanding of institutional development, including campaigns, annual giving, major gifts fundraising, planned giving, corporate and foundation fundraising and advancement services, encompassing the management of fundraising information systems, prospect research, stewardship and related activities.
- The ability to conceptualize, plan and implement a strategic approach to building relationships and securing philanthropic support, including setting realistic goals, developing strategies for prospects, prioritizing activities, soliciting gifts and orchestrating the involvement of institutional leadership.
- A record of success in organizing and implementing financial goals and strategies, analyzing and identifying problems and formulating creative solutions.
- A superior communicator who shares information readily and concisely; listens, as well as gives advice, and respects the abilities of others. A track record as an effective communicator who is articulate and persuasive in written and verbal communications.
- An ability to influence and motivate people even if they are not direct reports.
- Demonstrated ability to multitask, be organized and flexible and meet deadlines and prioritize job responsibilities.

- Strong analytical, organizational and planning skills. Decisive and resourceful with the ability to anticipate and act on events and opportunities in an appropriate manner.
- Excellent project management skills, including influencing, leading, negotiating and delegating abilities.
- Ability to manage multiple projects and deadlines and maintain disciplined adherence to program goals.
- Able to work effectively across cultures, particularly with the Institution's International Advisory Committee.
- 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.

## Development Overview

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The Brookings' culture of philanthropy can be described best as major gift centric. In a typical year, central development and the five program areas raise \$80 million from approximately 800 donors. Eighty percent of these funds are raised within the five program areas. The remaining funds are generated through unrestricted support from a range of donors.

The new VPD must have the ability to influence how Brookings thinks about philanthropic impact and develop new opportunities for giving. There is a strong interest in building the pipeline of donors, particularly principal gifts.

The Institution is financed in part by an endowment of \$350 million and additionally through the support of philanthropic foundations, grants, corporations and individual donations. These funds are devoted to carrying out Brookings' research and educational activities. The Institution also provides services through the Brookings Press, Executive Education and its audio/visual capabilities (TV and radio studio).

Please click to view: [2018 Annual Report](#)

## Leadership

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### **John R. Allen**

#### ***President***

John Rutherford Allen assumed the presidency of The Brookings Institution in 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.

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.

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.

Please click to read John R. Allen's full [bio](#).



**Ted Gayer**  
***Executive Vice President***

Ted Gayer is the Executive Vice President of The Brookings Institution and a Senior Fellow in Economic Studies. Gayer assumed the position of Executive Vice President of Brookings in April 2018 after five years as Vice President and Director of the Economic Studies program. From 2009-2013, he was Co-Director of the Economic Studies program.

In addition to his management activities, Gayer conducts research on a variety of economic issues, with a particular focus on public finance, environmental and energy economics, housing and regulatory policy. He has published dozens of academic journal articles and speaks regularly on the economic outlook and economic policies to various audiences and to the local and national media.

Gayer's background includes extensive experience in academia, government and public policy organizations. Prior to joining Brookings in 2009, he was associate professor of public policy at Georgetown University. From 2007 to 2008, he was deputy assistant secretary for Economic Policy at the Department of the Treasury. While at Treasury, he worked primarily on housing and credit market policies, as well as on energy and environmental issues, health care, Social Security and Medicare.

From 2003 to 2004, he was a senior economist at the President's Council of Economic Advisers, where he worked on environmental and energy policies. From 2006 to 2007, he was a visiting fellow at the Public Policy Institute of California, and from 2004 to 2006 he was a visiting scholar at the American Enterprise Institute.

## Location

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

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.



## Applying for the Position

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Send Nominations or Cover Letter and Resume to:

Libby Roberts

Senior Vice President

617-262-1102 extension 225

[lroberts@LLLSearches.com](mailto:lroberts@LLLSearches.com)

Brookings is an equal-opportunity employer that is committed to an inclusive and diverse workplace. Brookings welcomes applications from all qualified individuals regardless of actual or perceived race, color, religion, sex, age, disability, national origin, ancestry, sexual orientation, marital status, personal appearance, citizenship status, family responsibilities, gender identity or expression, genetic information, matriculation, political affiliation, veteran status or any other prohibited basis of discrimination as required by law.

LLS will verify academic credentials for its candidates, and Brookings will conduct a background check prior to finalizing an offer.

**To learn more, call  
Libby Roberts, Senior Vice President  
617-262-1102 extension 225  
or send nominations or cover letter and resume to  
[lroberts@LLLSearches.com](mailto:lroberts@LLLSearches.com).  
All inquiries will be held in confidence.**



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