



Position Specification

Center on Budget and Policy Priorities

President

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Our Client

The Center on Budget and Policy Priorities (CBPP) has long been considered one of the nation's most influential organizations in shaping domestic policy and securing outcomes that improve the well-being of low-income families. A nonpartisan research and strategic policy organization, CBPP pursues federal and state policies designed to reduce poverty, promote equity, and expand opportunity and shared prosperity. It couples its deep expertise in fiscal issues and safety net programs with a keen strategic capacity and strong partnerships to shape debates, influence outcomes, and achieve concrete results. Tens of millions of poor and moderate-income individuals and families across the country have benefited from the Center's efforts.

Policymakers, opinion leaders, and national and state non-profits rely on CBPP's in-depth policy expertise, rapid-response capability, strategic acumen, and ability to generate ideas and develop innovative and practical policy options. Its widely respected staff is known for their skill at designing and securing policy improvements and ensuring their effective implementation on the ground. Every day, national and regional media tap the Center as a trusted source of data-driven, credible analyses of important policy and fiscal issues. In its work with hundreds of non-profits, the Center convenes coalitions, builds partnerships, and helps other voices and diverse constituencies engage in policy debates.

CBPP has designed and advanced policies that have expanded health coverage for millions of parents, children, and low-income adults; extended refundable tax credits to millions more working-poor families; and strengthened nutrition and housing assistance for low-income families. It also works to secure equitable and sustainable budget and tax policies that generate enough revenue to finance and strengthen social insurance and safety net programs and to make further investments that improve the well-being and future prospects of low- and modest-income people.

The Center's impact extends far beyond Washington. In the early 1990s, as federal policymakers shifted more control over low-income policy to the states, CBPP expanded its work to state budget priorities and low-income programs. It founded and continues to coordinate the State Priorities Partnership (SPP), a network of influential state policy organizations in 40 states, the District of Columbia, and Puerto Rico. Like the Center, these groups use credible analysis, sophisticated communications, and strategic alliances to advance policies that increase economic security and remove barriers to opportunity for low- and moderate-income people. The SPP network's many achievements include helping to secure tens of billions in annual state revenues to fund investments in health, education, and other key priorities affecting low-income families. Working with the Center, the network also has helped persuade 29 states, Washington, D.C., and Puerto Rico to create state level Earned Income Tax Credits, a wage supplement that delivers more than \$5 billion a year to more than 13 million households and helps reduce racial income gaps.

After nearly four decades directing the organization, Bob Greenstein, the Center's founder and President, will step down in late 2020. He has spearheaded CBPP's growth from an organization of four staff to 150 employees and an annual budget of over \$40 million, including over \$10 million in regranting funds to state organizations. His leadership and vision, the Center's talented staff, and the generosity of its donors have enabled CBPP to amass a record of significant accomplishments, including playing a leading role in:

- spearheading every major expansion of the federal Earned Income Tax Credit (EITC) for low-income working people in the last three decades;
- persuading policymakers to create and then expand the low-income portion of the Child Tax Credit;
- helping to shape the coverage and cost provisions of the Affordable Care Act and then to protect it from repeal efforts;
- expanding SNAP (food stamps) and other key nutrition programs to more people in need;
- expanding funding for low-income rental assistance;
- crafting major parts of the 2009 American Recovery and Reinvestment Act; and
- advancing significant provisions in the recent coronavirus-related relief packages.

To learn more about the Center and its work, please visit: <https://www.cbpp.org>.

The Role

Reporting to and working closely with the Board of Directors, the President is responsible for CBPP's strategic, programmatic, financial, and operational leadership, and for ensuring that the Center advances its core mission of furthering policies that reduce poverty and promote equity. The new President will safeguard the Center's reputation as a trusted source of data-driven, credible policy analysis for policymakers and their staffs, the media, partner organizations, opinion leaders and the general public.

Leveraging a combination of deep integrity, leadership skills, strategic vision, and policy expertise, the President will work with CBPP's talented and widely respected staff to build on the organization's strong foundation and advance its goals amidst a dynamic set of external factors that include the expanding effects of the global health crisis, the deepening impact of the economic downturn, and the outcome of the 2020 elections. Now more than ever, CBPP must remain a strong and trusted voice in policy circles. The President must embrace the Center's mission and calling to improve the lives of low-income populations, address disparities and promote equity. The President will seek to expand and enhance the Center's reach and influence and will strategically identify opportunities for the Center to engage in discussions that will shape critical fiscal and policy issues as they affect low-income families, communities of color, and other underrepresented populations. Further, the President will foster an environment that values and encourages collaboration, inclusion, diversity, and transparency.

Specific responsibilities include:

Strategic Leadership/Vision

The President will work with the Board and staff in formulating Center-wide goals and priorities, including identifying and prioritizing emerging issue areas, determining how CBPP can best secure its policy objectives, assessing the continued impact of CBPP's contribution to public policy debates, and positioning the Center as a thought leader and catalyst for change on the federal and state levels.

Policy Development

In coordination with the Center's staff, the President will spearhead the development and promotion of policies that improve the lives of low- and moderate-income people, and the forestalling of policies that would harm those communities. The President will cultivate and maintain relationships with elected and appointed policy leaders, including officials and lawmakers of both parties, to ensure that CBPP is positioned to continue serving as a trusted source of information and policy recommendations. CBPP's next President should advance the organization's work to demonstrate how public policy influences racial, ethnic, and gender disparities in income, wealth, health, and various other measures, and to promote policies that address these disparities and promote equity. The President will ensure that the Center builds upon its effective communications across the country through traditional media, social media, and other communications tools.

Organizational Leadership

CBPP's greatest asset is its accomplished and dedicated staff. The President will need to provide leadership during a time of change, as the Center not only transitions from a successful founder but as it expands its organizational commitment to equity and inclusion and integrates a union into its workforce. The new leader will foster a work environment that values the contributions of all team members, furthers professional development and growth across the organization, ensures accountability, and strives to achieve the highest outcomes for the communities that are the focus of CBPP's concerns. The President will welcome and embrace diversity, be an active listener, and ensure a culture of mutual respect, teamwork, and collaboration. The President will attract, develop, empower, and retain top, diverse talent to ensure that the staff delivers effective leadership to their respective fields. In addition, the President will provide oversight for the Center's budget and other resources, ensuring proper stewardship of organizational assets.

Ambassador for the Center

The President will serve as CBPP's leading voice in executing its vision and be an authentic, credible, poised, and respected thought leader. The new President should have the stature to interact effectively with policymakers, the media, other non-profit CEOs, donors, and other key stakeholders, and be able to inspire, motivate, and coordinate with these audiences in ways that advance the Center's mission.

Development and Fundraising

The President should have an aptitude for fundraising from foundations and individuals. In 2019, 57% of the Center's funding came from institutional foundations; 41% from family foundations, donor-advised funds, and individual donors; and 2% from other sources. The President will not only lead efforts to steward existing funding sources but will also provide leadership in securing additional foundation and individual giving. The new leader will be responsible for generating enthusiasm and support for CBPP's mission and programs.

Candidate Profile

CBPP seeks a collaborative, persuasive, and credible leader who is deeply committed to advancing social, economic and racial justice and to strengthening policies and programs that help low- and moderate-income families and individuals. The President should possess unquestioned integrity as well as the ability to lead the Center to its next level of visibility and impact, ensuring that CBPP continues to contribute significantly to the public policy debate. The person selected must be able to work across the political aisle and with many diverse partners.

The successful candidate will have the skills to manage an organization in which senior staff share responsibilities for the policy and strategic leadership of their domains. The President will have a demonstrated commitment to the importance of rigorous analysis and evidence in shaping public policy debates and will provide leadership in setting a forward-looking policy agenda for the Center as a whole. The President should have the diplomatic skills to foster collaboration within and beyond the CBPP community and value working with a diverse network and supporting the robust exchange of ideas on current and future policy challenges.

In terms of the performance and personal competencies required for the position, we would highlight the following:

Personal Commitment to Organizational Mission: The successful candidate must be dedicated to improving the lives of low-income people and willing to work in close concert with CBPP's staff to further the organization's mission. The President should be committed to honest, rigorous research and policy analysis, ensuring that the quality of research meets the Center's very high standards.

Public Policy Experience: A respected leader with experience in policy, research, and strategic engagement; the President will understand the legislative and regulatory development processes; possess a strong background in influencing policy outcomes; recognize the important intersection between federal and state policy; and appreciate the nexus between budget and tax choices, strong and effective policy, and equity outcomes. Ideally, the person will possess expertise in some of the Center's areas of policy focus and will have the ability to become quickly conversant in other areas. The new leader will ensure that the Center continues to respond effectively to the wide range of time-sensitive requests that it receives; achieves concrete policy victories of significant scope in the short term; and continues to make strategic progress toward achieving its broader long-term policy goals.

Management Experience and Leadership Style: The President will be an inclusive and engaging leader, committed to establishing organizational best practices, fostering collaboration and coordination, and recognizing success at all levels of the organization. A strategic thinker, the President will work with the Center's Board and staff to establish and pursue priorities for the future. The ideal candidate will be experienced in running a substantial organization or program and in leading through change. The new leader should have a track record of empowering and supporting an accomplished team while remaining engaged on priority issues, building and sustaining a positive organizational culture, encouraging constructive debate, and capably overseeing financial resources. The person must demonstrate a proven

commitment to diversity, equity, and inclusion and a track record of recruiting, supporting, and retaining talent from a broad range of backgrounds. The President will be a leader who is inspiring, authentic, driven toward solutions, and accountable to others and who will encourage transparency, openness, and mutual respect.

Commitment to Diversity, Equity, and Inclusion in Policy and in Practice: The President will be committed to pursuing an explicitly equitable policy agenda, with an understanding of the ways policy shapes the experiences of those who are most marginalized in our society. And, the President will embrace and advance the Center’s ongoing efforts to develop more equitable internal policies and practices, ensuring that its diverse, talented staff participate in shaping the organization’s workplace and future. The President will be responsible for translating the organization’s diversity and inclusion commitments into specific strategies and concrete actions within its programmatic work and efforts to influence policy outcomes, as well as within the Center’s internal operations.

Communications and Fundraising: A compelling communicator, the President should have the credibility to represent the Center with a broad range of external stakeholders and will ideally possess relationships with leaders in government, philanthropy, and the non-profit sector. A seasoned relationship builder, the President will both deepen relationships with CBPP’s existing donors, partners, and aligned stakeholders across the country as well as cultivate new connections. The person selected will be able to convey a sense of purpose about the Center’s work and its impact on our society. The new leader also will be able to maintain and grow a supportive and dynamic environment, while raising the resources to invest in capacity building, new opportunities and innovative and effective programming.

Contact

Russell Reynolds Associates has been exclusively retained for this search and prospective candidates are invited to contact Russell Reynolds Associates directly. All inquiries and discussions will be considered strictly confidential.

To apply for the role or submit a nomination, please reach out to: cbpp@russellreynolds.com