



Position Specification DRAFT

Council on Foreign Relations

Vice President and Chief Development Officer

Please note that this position is open, and applications are being accepted, but the position specification remains in draft form. A final copy should be available on the CFR website by September 9, 2024.

Our Client

Founded in 1921, the Council on Foreign Relations (CFR) is an independent, nonpartisan membership organization, think tank, and publisher dedicated to being a resource for its members, government officials, business executives, journalists, educators and students, civic and religious leaders, and other interested citizens in order to help them better understand the world and the foreign policy choices facing the United States and other countries.

Launched as a membership organization, CFR has expanded its reach beyond its traditional audience, providing programming and analysis to deepen general knowledge on a broad range of international issues in order to promote a more informed citizenry. Since its founding, CFR has grown a membership of more than five thousand of the most prominent leaders in the foreign policy arena, including top government officials, renowned scholars, business executives, acclaimed journalists, prominent lawyers, and distinguished nonprofit professionals.

The membership is composed of those residing in the greater New York and Washington, DC, areas, and a plurality based around the United States and abroad. CFR continues to connect with growing audiences among educators and students, state and local government officials, the media, religious leaders and scholars, the business community, and more.

For more than one hundred years, CFR books and publications have helped promote a better understanding of the foreign policy choices facing the United States and the world. In 1937, the Studies Department—now called the David Rockefeller Studies Program, or CFR's Think Tank—was created to provide a dedicated program for scholars. The Think Tank now comprises more than seventy full-time, part-time, and visiting scholars and practitioners, called fellows. They hail from varied backgrounds, including academia, government, the media, and the private sector.

CFR fosters independent research, enabling Council fellows to produce in-depth, policy-prescriptive books that affect foreign policy. Fellows monitor developments in the major regions and countries around the world and study topics such as nuclear proliferation, terrorism, global governance, energy, trade, international economics and finance, climate change, development, global health, defense policy, and cyber and digital policy. CFR takes no institutional positions on matters of policy.

Specifically, CFR carries out its mission by

- maintaining a diverse membership, including special programs to promote interest and develop expertise in the next generation of foreign policy leaders;
- convening meetings at its headquarters in New York and in Washington, DC, and other cities where senior government officials, members of Congress, global leaders, and prominent thinkers come together with CFR members to discuss and debate major international issues;
- supporting a Studies Program that fosters independent research, enabling CFR scholars to produce articles, reports, and books and hold roundtables that analyze foreign policy issues and make concrete policy recommendations;
- publishing *Foreign Affairs*, the preeminent journal of international affairs and U.S. foreign policy;
- sponsoring Independent Task Forces that produce reports with both findings and policy prescriptions on the most important foreign policy topics; and
- providing up-to-date information and analysis about world events and American foreign policy on its website, CFR.org.

For more information about CFR, please visit their [website](#).

The Role

CFR is seeking a Vice President and Chief Development Officer (CDO) to lead their high-performing development and corporate affairs teams and to build upon the organization's legacy of over more than 100 years. As a member of the executive team and reporting directly to the President, the CDO is a critical role for a collaborative and innovative leader who will lead all strategic, operational, and management functions of the development and corporate affairs departments.

The CDO leads CFR's work on principal and major gift fundraising, foundation relations, corporate relations, annual giving, planned giving, board engagement, donor events, stewardship, prospect research, gift accounting, development communications, and development operations. They will provide vision and leadership for CFR's philanthropic strategy and activities and will bring fresh ideas, networks, and a proven aptitude to facilitate relationships and donor partnerships in a global context.

They will play a lead strategy and coordination role working closely with the President and other members of the leadership team to align mission and fundraising priorities, and lead future fundraising campaigns for CFR. As a member of the leadership team, the CDO is relied upon to craft and clearly communicate the development department's vision for revenue success within the team, across the organization, and to the Board of Directors. The CDO will also work closely with CFR's Board of Directors on development activities.

The ideal candidate will have a track record of developing and executing strategies to increase its annual, sustainable base of funding; a command of major donor segments and proven effectiveness in building relationships with individuals and institutions; experience leading capital campaigns and high level stewardship and donor recognition events; experience with corporate giving; a track record of success in traditional and innovative fundraising mechanisms; and experience growing unrestricted revenues.

The CDO will oversee a team of 16 professionals and a budget of approximately \$3M. The position can be based in either New York or Washington, DC. Currently, the development team is located in New York, and the corporate relations team is split between New York and Washington, DC.

Specific duties and responsibilities of the Chief Development Officer include:

Fundraising Strategy

- Lead the team efforts to annually raise approximately*
 - \$10.6M in annual giving \$7M in corporate membership dues and grants
 - \$23M in foundation grants
 - \$9M in major gifts (individual donor contributions)
- Serve as a key strategist for the development department, for overall goals and objectives as well as for maximizing relationships with current donors and cultivating new, diverse, untapped pockets of support
- Assign and monitor prospect portfolios for the President, fellows, other staff, and Board of Directors
- Craft compelling, highly tailored cases for support for unrestricted funding as well as for designated projects and programs in partnership with fellow executive team members and scholars
- Lead the team in planning, mobilizing and executing a capital campaign, set to launch in approximately 12 months.

* Based on FY24 and prior year actuals

Fundraising Execution

- Serve as a front-line cultivator and solicitor; make significant requests for support from major donors, board members, foundations and corporations
- Provide leadership and partnership with fellow executive team members for upcoming campaigns
- Ensure comprehensive, timely and innovative stewardship of all major individual gifts and corporate relationships, and plan and execute high level donor recognition events
- Leverage technology to analyze progress against plans, monitor expenses and cost per dollar raised and ensure security of all donor records

Organizational Leadership

- Partner with fellow executive team members to set organizational strategy and deliver on organizational objectives and key results
- Lead by example in embodying CFR's values and considering organizational impact in decision making – focusing on the whole as well as the development and corporate affairs teams
- Proactively engage, present, and effectively communicate to the Board of Directors

Team Leadership

- Cultivate development and corporate team talent
- Establish clear roles and responsibilities, set goals, and evolve the team structure in a collaborative manner to support continued team growth
- Oversee budgets, day-to-day operations, and cross-functional collaborative work
- Help to lead an inclusive workplace characterized by mutual respect and open discussion in which all strive for excellence and innovation

Candidate Profile

Historically, CFR's largest source of funding has been its members – both individual and corporate. The organization now seeks an exceptional, results-oriented Chief Development Officer to build on the momentum of the organization's current base of supporters to take fundraising to new levels of success. They will have experience working closely with a Board, senior executive leadership, and other constituents to achieve ambitious goals in a fiscally responsible manner. The successful candidate will have outstanding communication skills, both written and verbal, and the ability to represent the organization and its mission effectively to a diverse array of audiences. They will be an articulate and persuasive speaker as well as a deeply skilled listener with the confidence, and personal and professional sophistication to appeal to donors and partners

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

Setting Strategy

- Strategic experience across development in the nonprofit sector, including major gift fundraising, foundation relations, annual giving, planned giving, board engagement, and beyond; experience leading capital campaigns preferred.
- Proven ability to map various revenue streams and understand the impacts and returns on investment, informing an organization-wide strategy and business plan.
- Demonstrated analytical and strategic skills, with experience using data to support decision-making and creation of strategic fundraising plans.
- Flexibility to create nuanced plans and objectives that adapt to the situation and/or partners at hand, while bringing to life an inspirational future for the organization as a whole.

Executing for Results

- Demonstrable and quantifiable track record of success in individual and institutional fundraising

- Proven ability to build fundraising pipelines and experience developing and implementing diverse fundraising strategies.
- Proven principal gift strategy and fundraising experience.
- Strong track record building systems and leveraging data insights to evolve systems in a timely manner
- Experience completing a successful multi-year initiative that may include a transformative revenue growth plan or capital campaign
- Capacity to set priorities and achieve goals, individually and for teams, while balancing financial prudence with innovation and calculated risk-taking
- Experience working with Boards and a deep understanding of Board governance.

Executive Influence

- The intellectual depth, maturity, self-confidence, interpersonal skills, and warmth to work effectively with the President, Fellows, executive team members, board members, staff, and perhaps most important, donors and potential donors by being a positive, articulate, informed and unifying figure who can lead by influence
- A demonstrated track record of building up the credibility and respect of a specific department and/or initiative through active listening, responsiveness, building strong relationships, and inspiring others to action
- Excellent communication skills both oral and written with a reputation for building and maintaining relationships with people at all levels of an organization, across a diverse range of backgrounds; sophisticated writing and editing skills are highly valued
- Commitment to communicating strategies, priorities, and opportunities with all development teams; strong capacity to align teams around a shared vision.

Relationships and Influence

- Understanding of, and appreciation for, the essential role that CFR's fellows, members, and other experts play in an industry-leading organization like CFR.
- Strong capability to build deep and meaningful connections among key donor populations. Naturally builds strong relationships with others, demonstrating strong emotional intelligence and an ability to listen and communicate clearly and persuasively.
- Possesses well-honed influencing skills that will enable this individual to persuade minds, engage in difficult and deeply personal dialogue with empathy, and handle conflict with grace and humility.
- Inspires trust and followership in others through compelling influence, powerful charisma, passion in their beliefs, and active drive.
- Possesses an openness to diverse ideas and commitment to non-partisanship.
- Encourages others to share the spotlight and visibly celebrates and supports the success of the team.

Personal Characteristics

- Acts in a transparent and consistent manner, has high integrity and a reputation for making and owning critical decisions in the best interest of their organization.
- High intellectual acuity, functional expertise, a deep interest in foreign policy and international affairs, and a willingness to take appropriate risks.

Empathizes and connects with others naturally – can put themselves in someone else's shoes and bridge gaps between those with differing experiences.

- Operates with managerial courage, a high EQ, and low ego.
- Communicates the why behind decisions and processes, ensuring that diverse constituencies are engaged effectively and in an ongoing manner.
- Effectively sets priorities and manages expectations across the organization

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- Manages change with courage, empathy and deftness
- Is an innovative and creative thinker and problem solver, and encourages the same for their staff
- Exudes confidence without arrogance
- Acts with extraordinary diplomacy.
- Leads with humility and curiosity.

Compensation

The compensation available for the CDO role considers a variety of factors including, but not limited to individual skill set, previous/applicable experience, and other organizational needs. The estimated base salary range for this role is \$350,000 to \$400,000. This range represents CFR's good faith and reasonable estimate of the possible base salary range at the time of posting and is one part of the total cash rewards provided to employees.

Contact

Russell Reynolds Associates has been exclusively retained for this search. Given the need for confidentiality throughout this process, prospective candidates are invited to apply directly by sending their resume and brief expression of interest to CFRCDO@russellreynolds.com.