



Director of Development
Santa Monica, CA



the original Ph.D. in public policy analysis



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The Pardee RAND Graduate School

The RAND Corporation is a non-profit, non-partisan research organization that develops solutions to public policy challenges to help make communities throughout the world safer and more secure, healthier and more prosperous. RAND has approximately 1,700 people from more than 45 countries working in offices in North America, Europe, and Australia, with annual revenues of more than \$260M.

Unique among research organizations, RAND also has a Ph.D.-granting graduate school that is the largest public policy Ph.D. program in the nation, with more doctorates awarded in policy analysis than from any other institution. The program is the only public policy school based at a research institute. The relationship between RAND and Pardee RAND offers unparalleled educational opportunities. The more than 850 researchers at RAND supply the graduate faculty, teaching courses, mentoring students on research projects, and advising them on their dissertations. Graduate students also participate in one of the more than 500 RAND research projects going on at any time, accumulating the equivalent of at least two years of full-time work experience in policy analysis by the time they graduate.

A Boundary-Breaking Education

“To provide all children with equal educational opportunities requires considering the intersection between education and related policy areas, including criminal justice, housing, and health. I chose Pardee RAND for the unique opportunity to approach these complex and naturally interdisciplinary problems comprehensively and from a policy-oriented perspective.”

--Rachel Perera, Cohort '16



Pardee RAND is a place to cross the boundaries of disciplines and of sectors (public, private, non-profit)—a place to be intellectually adventurous. This boundary-crossing education provides students a chance to make a difference—and potentially to change the world. Working together across disciplines, RAND scholars and Pardee RAND students at the Initiative for Global Human Progress recently worked with Ugandan partners to develop a Top Chef-style contest that is creating country-wide excitement about a nutritional diet, while other research teams have evaluated the use of social media to track non-state actors such as ISIS and generated potential solutions to the crisis in the Bureau of Veterans Affairs.

Such initiatives are the products of intellectual diversity. Pardee RAND’s emphasis on diversity yields a student body from a wide range of academic backgrounds, including undergraduate majors in economics and business, social sciences and humanities, science, mathematics, and engineering, as well as graduate degrees ranging from business administration to medicine. The core curriculum matches this multidisciplinary, emphasizing analytic tools and methodologies drawn from mathematics, economics, statistics, political science, operations research, and the behavioral and social sciences.



“At Pardee RAND and RAND, “multidisciplinary” is more than just a buzzword. Pardee RAND fellows and RAND researchers work together in multidisciplinary teams on cutting-edge policy questions as a matter of course. This is what makes RAND such a unique place to get a doctorate and a truly stimulating place to teach. Cross-cutting research does not get more real or exciting than this!”

--Professor Krishna Kumar; Director, RAND Labor and Population; Distinguished Chair in International Economic Policy



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Strategic Plan and Fundraising

The Pardee RAND Graduate School and RAND are in the midst of a transformation of public policy education. While Pardee RAND has long led the field, with its distinctive combination of coursework, policy-relevant dissertations, and the unique involvement of students in RAND research projects, the school is embarking on an initiative to build a Ph.D. program that will transform students, RAND, and the field of public policy analysis. A new approach to fundraising will be critical to that ongoing transformation.

Fundraising at Pardee RAND

RAND's research is supported by both sponsorship and donations. Sponsored research is commissioned by government agencies, foundations, other non-profit organizations, and the private sector. RAND relies on philanthropic support to reach beyond the scope of client-sponsored work to tackle questions that may be too big, too complex, or too new for individual clients to address.

RAND's central development office provides resources to support fundraising for the Pardee RAND Graduate School. The school is led by Dean Susan L. Marquis, who works actively with donors, and a 24-member Board of Governors composed of leaders from business, academia, and the non-profit sector. One of those Board members, Frederick S. Pardee—a former RAND researcher and philanthropist—is also the school's leading benefactor and namesake. Building on Pardee's support, the school secures both restricted and unrestricted annual, major, and campaign gifts. Pardee RAND recently completed its first-ever campaign, which raised \$33M.

Plans for Growth

Pardee RAND is leveraging its leadership and successful first campaign to plan the expansion of its fundraising program and to promote new models of education in policy research and analysis. Pardee RAND is already developing a feasibility study for a near-term capital campaign of at least \$50M. Building on its annual and campaign giving, it is also laying the groundwork for a comprehensive major gift program.

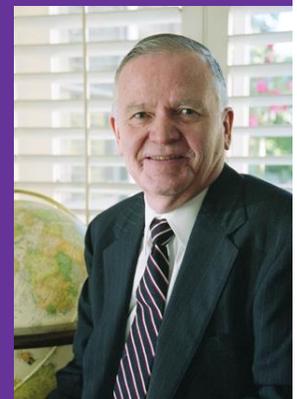
Like RAND, with which it is intertwined, Pardee RAND is an intensely collaborative organization. Its Dean and three staff members work closely with researchers, faculty, and students across 4 research departments, 6 methods centers, and more than a dozen policy areas. Working within the collaborative model and with regular input and feedback, Pardee RAND's fundraising aims to meet the same standard of excellence as the researchers whose work it supports.



Susan L. Marquis is dean of the Frederick S. Pardee RAND Graduate School and RAND's vice president for Emerging Policy Research and Methods. Before

joining RAND, she held senior and executive positions in the Office of the Secretary of Defense and the U.S. Navy. Marquis is the author of *Unconventional Warfare: Rebuilding U.S. Special Operations Forces* (1997). Marquis currently holds multiple prestigious positions in the international affairs community, including the chair of the Woodrow Wilson School Advisory Council, Princeton University and a membership on the Council on Foreign Relations.

Economist Frederick S. Pardee is a former RAND researcher who created the Pardee Initiative for Global Human Progress in 2013. He has generously donated more than \$15M to



support research and scholarships at RAND and the Pardee School. His gift enabled the School to expand to enroll more than 100 total students, and in 2003 it was renamed in his honor.



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The Opportunity

Reporting to RAND's Executive Director of Development, the Director of Development, Pardee RAND Graduate School will serve as the chief fundraiser for Pardee RAND and the primary fundraising advisor to the school's Dean. S/he will take a leadership role in developing and executing a major fundraising campaign to advance the school's strategic priorities and in designing the strategies and systems necessary to expand its base of long-term supporters. The Director of Development will play a direct role in cultivating and soliciting major gifts while leading a 2-person development team to meet the school's ambitious fundraising goals. Specific responsibilities include:

Strategic Planning and Counsel

- ❖ Working with the Executive Director of Development and the Dean of Pardee RAND, develop a plan to expand the graduate school's individual donor and volunteer base.
- ❖ Design and implement an integrated moves management process that increases all donors' giving levels, turns annual into major donors, and maximizes donor support.
- ❖ In collaboration with the Dean and faculty, create and refine the school's case for support, messaging, and giving vehicles to support a significant expansion of restricted and unrestricted donations.
- ❖ Work with development and school leadership as well as external counsel to create and execute a plan for a major campaign, including the development of the campaign's goal, gift tables, case statement, volunteer structure and recruitment, solicitation strategies, and calendar.
- ❖ Develop and track annual and campaign fundraising projections.

Volunteer and Team Management

- ❖ Develop and advise the Dean on Board strategy, including the identification and recruitment of prospective members of the Board of Governors and the development of agendas for Board meetings.
- ❖ Engage, train, and guide Board members to secure their active participation and personal involvement in Pardee RAND's development activities.
- ❖ Identify and pursue opportunities to leverage the Dean, Board, faculty, and students in the cultivation of donors and volunteers, ensuring all participants are adequately prepped, comfortable, and confident.
- ❖ Serve as the primary point of contact in the Dean's and faculty members' coordination with fundraising and alumni relations staff.
- ❖ Motivate, manage, and mentor a two-person team that includes a Development Officer and an Administrative Assistant.

Major Donor Portfolio Management

- ❖ Develop and oversee the implementation of school-wide best practices for donor cultivation and stewardship.
- ❖ Build and personally manage a portfolio of major donor prospects qualified for 6- and 7-figure gifts to secure new gifts to Pardee RAND and move existing donors up the giving ladder.
- ❖ Serve as the primary liaison to the Pardee RAND Dean's Circle and create and execute a plan to expand membership and deepen participation.
- ❖ Leverage donor and volunteer networks to foster institutional partnerships with corporations, institutions, and foundations.



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The Candidate

The Director of Development, Pardee RAND Graduate School will have extensive experience in all facets of major gift fundraising, from prospect identification to moves management systems to volunteer engagement, both within and outside of multi-year campaigns. S/he will have a keen understanding of both internal and external relationship management in a complex institution and an enthusiasm for bringing constituencies together—including leaders, researchers, professors, students, and donors—in creative fundraising initiatives. The Director of Development will have an understanding of research and analysis necessary to marshal these fundraising skills on behalf of RAND's strategic priorities.

Background

- ❖ 9 years of fundraising experience in the non-profit sector, with at least 3 years in a supervisory role.
- ❖ Familiarity with educational, public policy, and/or research institutions.
- ❖ Background in a large, multi-site institution with multiple divisions is desirable.

Experience and Skills

- ❖ Thorough understanding of the principles of individual giving and of the donor cultivation process.
- ❖ Proven ability to secure 6- and 7-figure gifts from individual donors.
- ❖ Record of expanding an individual donor base, strengthening relationships, and growing revenue.
- ❖ Experience in a leadership role in a successful, large-scale fundraising campaign, preferably in an education or research institution.
- ❖ Evidence of the ability to develop a case for support for research initiatives.
- ❖ Record of building trusting and productive working relationships with stakeholders relevant to a major research and educational organization—including administrators, scientists, analysts, and students.
- ❖ Comfort managing high-level volunteers in the fundraising process.
- ❖ Articulated, polished, and sophisticated communications skills, with the capacity to deliver presentations to high-level individuals and to be comfortable interacting with intelligent, influential, and high-net-worth individuals.
- ❖ B.A. or B.S. degree required; Master's or other advanced degree is preferred.

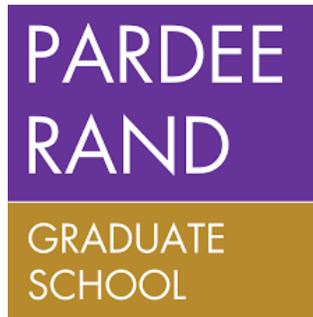
Personal Characteristics and Work Style

- ❖ Strong commitment to the mission and vision of RAND and Pardee RAND with the ability to serve as a compelling ambassador for the organization.
- ❖ Dynamic and entrepreneurial leadership style, with the ability to anticipate and recognize opportunities and to generate new and innovative ideas focused on achieving specific objectives.
- ❖ Naturally collaborative work style and willingness to create opportunities for input and feedback from multiple stakeholders and constituencies.
- ❖ Commitment to diversity and comfort communicating with people from many backgrounds and walks of life.
- ❖ Ability to adapt to multiple department cultures and procedures within a large organization.



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To Apply



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Questions, résumés, and CVs should be sent to search@driconsulting.com

All first round interviews for this position will take place at Development Resources, *inc.* at 1820 N. Fort Myer Drive, Suite 702 Arlington, VA 22209, (703) 294-6684, or via telephone/video conference.

DRi is an executive search and development consulting firm that places non-profit leaders and works side-by-side with them to develop bold strategic plans, design powerful fundraising programs, and build talented staffs.

The Pardee RAND Graduate School is an Equal Opportunity Employer and is seeking a diverse slate of qualified candidates for formal consideration.



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