



Position Specification

RAND Corporation

President and Chief Executive Officer

Position Specification

Ref: Chief Executive Officer
RAND

Our Client

For over seven decades, the RAND Corporation has used rigorous, fact-based research and analysis to help individuals, families, and communities throughout the world be safer and more secure, healthier and more prosperous. Its research spans the issues that matter most, such as energy, education, health care, justice, the environment, international affairs, and national security. In many respects, the difference between RAND today and the organization that was created in 1948 is substantial and dramatic. The organization started with one client — the U.S. Air Force — and over the past seven decades, it has generated ideas and solutions for thousands of clients and other stakeholders around the world. Today, RAND's analytic expertise is uniquely broad. Headquartered in Santa Monica, California, RAND has approximately 1,880 people from more than 50 countries working in offices in North America, Europe, and Australia, with annual revenues of more than \$349 million. Its ability to have a positive impact on the world by applying rigorous and objective analysis to challenging problems is an aspiration that has guided RAND ever since it was established.

In the early days of RAND, much of its research was not widely available. This created an air of mystery about RAND and a sense of inaccessibility regarding this endeavor called "public policy research." Today, RAND seeks to demystify; to be a reliable source of facts in policy debates; and to extend the reach of its findings and recommendations. RAND disseminates its research findings as widely as possible to benefit the public good. More than 23,000 RAND publications and commentary are available for free at www.rand.org.

RAND is nonprofit, nonpartisan, and committed to the public interest. Its research is sponsored by government agencies, international organizations, and foundations. The organization relies on philanthropic support to pursue visionary ideas; address critical problems that are under-researched; and devise innovative approaches for solving acute, complex, or provocative policy challenges. RAND prioritizes objectivity and integrity in both its research processes and internal interactions. RAND's approach to problem-solving is needed now more than ever, and the organization is committed to helping restore the foundational role of facts and data in public life, including through its multi-year Countering Truth Decay initiative.

RAND also operates the Pardee RAND Graduate School, the largest public policy analysis Ph.D. program in the United States and the only program based at an independent public policy research organization. Pardee RAND is a selective, multidisciplinary doctoral program with a focus on policy analysis and the ways it can shape our world. Pardee RAND and RAND's relationship is symbiotic. Policy experiments and methodological innovations within Pardee RAND feed into RAND research, which in turn drives Pardee RAND curricula, fuels intellectual growth, and enables a one-of-a-kind educational experience. RAND research inspires innovative ideas for students' dissertation topics; it raises new policy questions to be answered, and graduate work generates new approaches for solving them. The Pardee RAND curriculum flips the traditional graduate model of "learn first, apply later" by integrating academic theory with real work alongside and in tandem with RAND researchers. It's a partnership and structure that possesses the

powerful advantage of enhancing students' motivation to learn while sharpening the sense of purpose and relevance in learning. Pardee RAND is an engine of new ideas and talent, is a vital platform for new tools and strategies, and deeply expands RAND's capacity to bring about positive change

With the upcoming retirement of Michael Rich, RAND's long tenured and successful CEO, the organization will be embracing new executive leadership for the first time in over a decade. With the support of the Board, strong direction of the CEO, and clear brand focus based on its core values of quality and objectivity, along with a commitment to the importance of rigorous, fact-based research and analysis for the public interest -- the organization is well-positioned for the next phase in its evolution.

For more information please refer to: <https://www.rand.org/>

The Role

Reporting directly to, and working closely with the Board of Trustees, the President and Chief Executive Officer (CEO) is responsible for RAND's strategic, programmatic, financial, and operational leadership and for ensuring that the organization advances its core mission of helping to improve policy and decision-making through research and analysis. This is a multifaceted role calling for an accomplished and inclusive leader able to build on the substantial strengths of the organization and safeguard its reputation as a trusted source for policy ideas and analysis.

The President and CEO will provide the vision and intellectual leadership required to foster an environment of continued creativity and innovation across RAND. The individual will integrate external opportunities with RAND capabilities to identify and inform critical societal issues and policy questions. In addition, the President and CEO will promote the value and practice of rigorous and evidence-based research and RAND's values of quality and objectivity.

The President and CEO will also play a critical role in fundraising and must be a gifted partnership builder with a strategic approach to revenue generation and a talent for cultivating relationships with new and existing donors. As a result, the individual should be an articulate and persuasive speaker and a deeply skilled listener with the experience, confidence, and sophistication to appeal to partners and donors globally.

On a day-to-day basis, the CEO will be a focused, disciplined, and decisive manager capable of establishing clear priorities and steering RAND toward maintaining its strategic focus, mobilizing new resources, and expending them efficiently. The ideal candidate will be an inclusive, generous, and present manager able to foster a vibrant culture of inclusion, collaboration, collegiality, and accountability.

Specific responsibilities include:

- Working with the Board of Trustees and senior executives to establish long-term organizational goals and the strategic plan for the entire organization.

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- Providing intellectual and operational leadership, fostering an environment for excellence, nonpartisanship, evidence-based action, and measurable results.
 - Ensuring the quality, objectivity, and relevance of RAND’s work to policymaking.
 - Directing and guiding the development of RAND’s research agenda and innovative approaches to identify opportunities for impact.
 - Attracting, developing, and leading highly talented people and cultivating an inclusive and invigorating environment where they thrive.
 - Serving as a champion for diversity, equity, and inclusion at RAND.
 - Building and maintaining relationships with policymakers, existing and potential clients, grant makers, donors, and other supporters.
 - Playing a leading role in fundraising and in building support for RAND.
 - Communicating effectively and working externally to elevate the profile and enhance the reputation of RAND, as well as with RAND’s numerous advisory boards and their members.
 - Working with the Pardee RAND Dean and Board of Governors in overseeing the Pardee RAND Graduate School.
 - Allocating resources to enable the achievement of organizational goals.
 - Ensuring the adequacy and soundness of RAND’s financial structure and position.

Candidate Profile

The President and CEO of RAND will be a skilled, inspiring, and well-networked leader with the stature and credibility to lead and bring together the finest researchers in the world and utilize the very best analytical tools and methods to develop objective nonpartisan policy solutions. The ideal candidate will be a leader of intellectual versatility, vision and deep curiosity and a passionate advocate of using rigorous, fact-based research and analysis to help individuals, families, and communities throughout the world be safer and more secure, healthier and more prosperous. RAND seeks an executive able to steer the organization thoughtfully and confidently towards greater reach, influence, and impact.

The successful candidate must have a track record of success leading a decentralized and complex organization of similar scope and scale within the nonprofit, academic, government, and/or business sectors and the ability to obtain a U.S. government security clearance at the Top-Secret level. The individual will have a proven ability to create and foster an atmosphere of commitment, teamwork, and mutual respect among staff and will personally demonstrate the highest degree of personal responsibility, accountability, and integrity. The ideal candidate will also have a vigorous work ethic and an entrepreneurial spirit and will encourage a similar culture in the organization.

In addition, the successful candidate will have had experience working successfully with a sophisticated and engaged Board of Trustees. The individual must be skilled in Board development and in driving engagement from Board members through frequent communication, transparency, and clearly established and maintained priorities.

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

Setting Strategy and Leadership Agility: The President and CEO will possess the ability to make clear, timely decisions and to set limits even in the face of resistance, while producing an adaptive and innovative institution that continually questions its relevance, searches for impact, and contributes to making the world a better place. The ideal candidate will have the capacity to define constituent engagement strategies for RAND’s work with the ability to curate new ideas, challenge colleagues, and reach beyond the conventional. Equally important, the successful candidate will have strong business acumen and a demonstrated record of setting priorities, leading organizations through transition and evolution, as well as delivering results. The individual will be a transparent leader and strategic thinker who will work with RAND’s senior leadership team and Board to establish plans and methods to reach strategic objectives, build sustainability into existing programs, and develop a business model that allows the organization to realize its full potential and secures its fiscal viability for the long term. The President and CEO must have the ability to recognize and seize opportunities that arise, as well as adapt in real-time to unforeseen challenges.

Intellectual Range and Unusual Vision: The ideal candidate will model the kind of mind and thinking that RAND exists to support. With strong and deep intelligence, the individual will bring a demonstrated body of work that signals an interest in unconventional, creative, results-oriented thinking. The President and CEO will be credibly curious across the full range of RAND’s areas of interest. The ideal candidate must have a strong, current, well-informed grasp of big questions shaping the future of the country and the world, or at least a plurality across a broad range of interests.

Programmatic Knowledge: The President and CEO will be highly networked intellectual leader and exceptional practitioner with contributions and experience in relevant research or policy areas including energy, education, health care, justice, the environment, international affairs, and national security.

Managerial/Operational Skills: The successful candidate will demonstrate the leadership necessary to be effective in an organization of highly motivated professionals, many of whom have worked together as a team for many years. The individual will foster a culture of engagement and inclusion while convening and leading diverse constituencies from across the organization to achieve excellence. Working across a complex and decentralized organizational structure, the President and CEO will build a positive and affirming work environment ensuring that the management, staffing and culture of the organization align with the mission and strategic ambitions. The successful candidate will encourage transparency, openness and mutual respect and serve as a champion for diversity, equity, and inclusion.

Commitment to Diversity, Equity, and Inclusion: The President and CEO will embrace and advance RAND’s ongoing efforts to diversify its workforce and develop more equitable internal policies and practices, ensuring that its diverse, talented staff participate in shaping the organization’s workplace and future.

Communication and Fundraising: The President and CEO must display a level of authenticity to inspire and motivate a diverse group of constituents, with a level of eloquence and presence demanded of a role such as this. The ideal candidate will be an excellent communicator who can articulate the organization’s vision and impact to a wide and diverse audience as well as being authentic one-on-one. The President and CEO will have the ability to connect with, influence, and secure results from a wide range of constituents including foundations, government agencies, colleges and universities, private sector firms, donors, Board and staff. The individual will have a demonstrated ability to fundraise effectively and to recruit the leadership necessary to meet these goals.

Building Relationships and Using Influence: The successful candidate will have the interpersonal skills and intellect needed to recruit, retain, motivate, and inspire professional staff, current and prospective donors, and partners. The ideal candidate will be an active listener, demonstrate respect for others and, in turn, gain their respect. The individual will be able to develop positive and productive relationships, creatively build consensus, and engage people and institutions towards achieving ambitious goals. The President and CEO will possess the ability to influence internally and externally in the United States and abroad through informed vision and networking.

Above the Partisan Debate: The ideal candidate will think through issues on the merits, wholly independent of partisan loyalty. Further, the public reputation of the candidate should credibly align with RAND’s reputation as nonprofit, nonpartisan, and committed to the public interest.

The President and CEO will be consistently described by current and former colleagues as follows:

Leadership: A bold leader who builds on the organization’s strength and continues to evolve it to achieve even greater impact. A leader who inspires confidence, fosters performance excellence, and generates energy and personal commitment to the organization’s vision, mission, and values. A person who accepts accountability and who delegates responsibility to empower the employees at all levels. A leader who has the humility to ask questions, the courage to seek guidance, and the wisdom to value the perspective of others. A leader with true vision about the most pressing policy issues of the day—and those likely to be central in years to come—and ways in which RAND can help provide solutions to policymakers.

Integrity: Someone with unquestioned integrity and who is, or will be, respected by RAND’s diverse set of internal and external stakeholders. A person who can be expected to do the right thing, and whose reputation will contribute to RAND’s reputation. An individual who projects confidence and builds trust from the staff to the boardroom table.

Bridge-Builder: A leader who can communicate RAND’s vision and strategies to promote a broad base of understanding and support among all stakeholders. A collaborative problem-solver who understands the nuance of finding common ground. A leader with excellent convening and influencing skills. A leader who embraces and champions RAND’s unique culture which values cross-disciplinary work, setting a client’s concerns in contexts that are often broader or deeper, insisting on open publication so that its work reaches and is understood by as many people as possible, and prioritizing impact.

Intellectual Curiosity, Judgment and Action Orientation: An executive experienced at making sense of ambiguity and leading transformational change. A creative thinker with business instincts and judgment, who quickly develops an understanding of the organization’s key success factors and leverages those to drive further transformation. An entrepreneur who sees new possibilities and is willing to take reasonable risks.

Results Oriented: An executive who sets high standards and objectives for their self, for the leadership team, and for all of RAND’s employees, and who then delivers those results. A person who is outcomes-driven and measures performance through quality metrics. A person who believes that the end result is to help make communities throughout the world safer and more secure, healthier and more prosperous by developing solutions to public policy challenges.

Lifelong Learner and People Developer: An executive who seeks and is open to advice from the Board, peers, and others. A leader who knows that people are an organization’s biggest asset and that engaging them appropriately will result in better outcome results. A leader who strives to understand and value the talents and aspirations of each employee, with a demonstrated track record of successfully developing his/her/their team to drive meaningful change.

Equal Opportunity Employer: race/color/religion/sex/sexual orientation/gender identity/national origin/disability/vet

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