



KORN FERRY

CLASP

The Center for Law and Social Policy

Confidential Position Specification

Center for Law and Social Policy

President and Executive Director

2021

CONFIDENTIAL POSITION SPECIFICATION

Position	President and Executive Director
Organization	Center for Law and Social Policy (CLASP)
Location	Washington, DC
Reporting Relationship	Board of Trustees
Website	https://www.clasp.org/

THE OPPORTUNITY

The Center for Law and Social Policy (CLASP) is a national, nonpartisan, nonprofit organization advancing policy solutions for people with low incomes. Since its inception, staff have lifted the voices of children, families, and individuals with low incomes; equipped advocates and organizers with policy ideas that work; built coalitions and partnerships to advance a bold vision; and helped public officials put good ideas into practice.

CLASP works to develop and implement federal, state, and local policies that create pathways to economic security for everyone in the United States. That includes directly addressing the barriers people face because of race, ethnicity, and immigration status.

Today, the organization seeks a leader who will be passionately dedicated to building an inclusive society where policies and systems achieve just outcomes for all people. The President and Executive Director (ED) will thoughtfully implement the organization's strategic mission to abolish poverty and improve the lives of people with low incomes through an evolving external policy environment. They will build on CLASP's organizational strengths while fostering creativity and innovation, inspiring an organizational culture dedicated to equity, and responding to the urgency of now.

WHO WE ARE

CLASP is a 501(c)3 organization that was established in Washington, DC in 1968. With over [50 years](#) of experience at the federal, state, and local levels, CLASP advocates for public policies and programs that fight poverty and advance racial and economic justice. The organization seeks to find solutions that directly address the barriers that individuals and families face due to unjust systems.

CLASP is committed to racial equity and inclusion internally and centers racial equity in all its policy and advocacy efforts externally. The organization does this by recognizing the historical role and impact of systemic and structural racism on communities of color in the United States and actively works to dismantle them.

CLASP has a 2021 budget of ~\$10 million and approximately 50 employees, an increase of \$4 million and 20 employees since 2013. The organization is primarily funded by foundation grants with additional revenue from individual donors.

Racial Equity Values at CLASP

CLASP understands that inclusion is only the first step toward fostering sustainable racial equity within society and its organizational culture, as well. The organization values the importance of including multiple perspectives in shaping its culture and engaging in policy and advocacy efforts externally. In order to achieve true racial equity, CLASP recognizes the importance of prioritizing the voices, perspectives, and lived experiences of people of color.

The following values inform CLASP’s approach to centering racial equity:

- Value the voices, perspectives, and expertise of staff of color as they relate to organizational culture, norms, policies, practices, and policy work
- Value solidarity and commitment to seeing and prioritizing all communities of color within the organizational culture and among external policy and advocacy efforts
- Value the importance of centering people of color with lived experiences in our policy, advocacy, and partnership efforts.
- Value the importance of understanding the history of anti-Blackness and colonialism in this country and how it creates the model for the systemic racism that affects all communities of color
- Value the importance of fighting for policies that dismantle poverty and racism and build a society that enables all to thrive, and, at the same time value the importance of fighting against policies that uphold systemic and institutional racism
- Value boldly communicating externally with partners, funders, and key stakeholders about CLASP’s commitment to centering racial equity and leading by example in advancing equity in policy and advocacy efforts

CLASP’s Racial Equity Mission

CLASP has been on a multi-year journey toward strengthening its understanding of and commitment to racial equity as central to and inseparable from its anti-poverty mission. This led to the creation of a racial equity steering committee with cross-cutting organizational representation in 2018 and the hiring of CLASP’s first racial equity director in early 2020. In 2021, CLASP adopted the following racial equity mission statement, which was developed through a collaborative process that engaged the full organization.

CLASP understands that poverty in America is inextricably tied to systemic racism. The organization will explicitly, and with intention, focus policy and advocacy efforts for economic and racial justice on addressing systemic racism as the primary cause of poverty for communities of color in the United States. The organization believes that centering communities of color in advocacy leads to policies that advance economic justice for everyone. CLASP works in partnership with the people most impacted to move policies that promote racial and economic justice and opportunity from vision to policy to practice.

Current Organizational Structure

CLASP has three senior positions that share leadership responsibility with the President and

ED. The Chief Operating Officer (COO) serves as the second-in-command of the organization, is responsible for internal leadership, and supervises the finance and administration, development, and racial equity teams. The Deputy Executive Director of Policy leads and coordinates policy work across teams, supervises the Legislative Director, and currently splits direct supervision of the policy team leads with the President and ED. The Deputy Executive Director for External Affairs and Strategic Communications (EASC) leads the communications team, which provides broad editorial, media, engagement, and digital strategies to support executive leadership and policy team priorities. The Deputy Executive Director for EASC is a strategic communications counselor and advisor to leadership on building and strengthening the CLASP profile, visibility, and voice with external audiences on core policy issues.

CLASP is configured into five policy teams supported by staff from development, legislative, communications, racial equity, and finance and administration. Each covers a wide range of topic areas, creates and leads diverse collaborations and networks, and pilots different approaches to policy advocacy at this moment of great national change. The following is a snapshot of major areas of work and initiatives within each of the policy areas:

- The [Income and Work Support](#) (IWS) team covers large benefit programs that provide direct support to individuals and families with low incomes including Medicaid, SNAP (food assistance), and TANF (cash assistance), along with refundable tax credits. Particular areas of focus include cross-program benefits access and implementation. This team leads the 500-organization Protecting Immigrant Families coalition that CLASP co-leads with the National Immigration Law Center, which focuses on access to the full range of benefits for immigrants and their families.
- The [Child Care and Early Education](#) (CCEE) team aims to ensure that all children have access to affordable, high-quality child care and early education. The team focuses on state and federal child care and early education policies and programs including the child care subsidy program (CCDBG), Head Start, home visiting, and other policies that affect the development and well-being of young children and families such as maternal depression. This team is deeply involved on the Hill, advising on the transformational legislation now under consideration that proposes a child care guarantee and universal pre-k. Additionally, this team is leading the implementation work in the states for the record \$50B investment in child care relief funds.
- The [Youth Policy](#) team seeks to advance a vision for policy and systems change co-created with youth and young adults, ages 16-25, that centers safety, healing and well-being, and economic and racial justice. The team advances policy, community strategies, and investments that support economic mobility, community safety, and equal access to quality health and mental health resources that dismantle structural barriers preventing youth of color and youth with low incomes from opportunities to transform their lives.
- The [Education, Labor & Worker Justice](#) (ELWJ) team is the energy behind a full range of workforce issues. Right now, many of the primary ELWJ issues are front and center in the Administration and Congress, concentrating on national advocacy on subsidized jobs, workforce components of the American Recovery Plan, and on a Paid Family and Medical Leave proposal (anticipated in the American Family Plan). This team plays a core role in the primary coalition advancing Paid Family and Medical Leave and has a longstanding role supporting both states and advocates/organizers in the implementation of state PFML statutes.
- The [Immigration and Immigrant Families](#) team focuses on defending against harmful anti-immigrant policies and advocating for policies that promote the health and well-

being of immigrant children, youth, and families. The team's policy advocacy agenda includes immigration policies that keep families together, promote child development, and strengthen economic and educational opportunity. The team founded the Children Thrive Action Network, whose mission is to engage national and state children's advocacy groups and providers to defend and support children in mixed-status immigrant families.

In summary, the organization has grown to become larger, more visible, and far more explicit in its commitment to racial equity. CLASP has become more well connected and remains deeply engaged on the Hill, with the Administration, and at the state and local level as well. Altogether, CLASP is in an extraordinary position to play a central role in evolving equitable movements within local communities, states, and nationally. As such, the incoming ED will have to hear and reconcile many different, and sometimes conflicting, perspectives on how best to respond, while at the same time engaging in urgent policy debates in Congress and the Administration.

WHAT YOU'LL DO:

CLASP is seeking a visionary executive who is committed to racial equity and the organization's mission to abolish poverty in America. This individual will provide inspirational and collaborative leadership, strategic planning, and management to drive and deepen CLASP's impact at the state and national level. Reporting to a committed Board, the President and ED will have overall accountability for the philanthropic, strategic, operational, programmatic, and financial affairs of CLASP.

Specific responsibilities include:

Vision & Mission Stewardship:

- Capacity to absorb and respond to changes in the outside context, realize what CLASP can offer, and envision various possible futures to meet the needs of constituents in a rapidly changing environment
- Incorporate the organization's vision into its policy and operations and ensure that this vision is embodied in the organization's work
- Effectively communicate a compelling, shared vision for staff, the Board, and pertinent external groups
- Refine and track progress against the strategic goals and vision for the organization

Board Engagement:

- Work in partnership with the Board, providing all key information, effectively engaging the Board members and leveraging their expertise
- Serve as a liaison and foster effective relationships within the Board and between the Board and with key leadership, staff teams, and external audiences
- Engage in contemplative discourse with the Board around emerging trends and cultivate an open, thoughtful, and collaborative partnership to execute against CLASP's strategy and respond nimbly in an evolving external environment

Operations and Finance

- Establish and maintain clear fiscal priorities

- Manage organizational resources with strong financial accountability
- Keep the Board informed of financial performance and anticipation of future needs
- Ensure processes are in place to anticipate, assess, and respond to organizational performance and changing circumstances

External Affairs:

- Act as chief spokesperson representing the organization and its mission
- Actively identify and develop a viable plan for maintaining existing funding sources and acquiring new funding sources to create long-term financial independence and stability
- Serve as the key representative of CLASP to external constituencies, strategically leveraging its public voice and maintaining its strong reputation
- Effectively communicate CLASP's mission to stakeholders, including elected officials, donors, corporate CEOs, clients, volunteers, other non-profit leaders, and media
- Cultivate relationships with relevant community organizations and leaders in government, business, and other nonprofits, contributing to thought leadership around philanthropy, equity, and impact; work collaboratively with other private and/or public funders, grantees, and community partners, lifting the voices of the community, and influencing measurable change

Internal Affairs:

- Ability to conceptualize and implement strategic goals, direction, and the motivation necessary to ensure CLASP's success, continued growth and evolution, and advancement toward the mission
- Model and support a culture of learning, growth, and equity within the organization
- Serve as a transparent leader who can engage and inspire people at all levels of the organization

WHO YOU ARE:

The successful candidate will be a proven senior executive who is a champion of racial equity. This individual will value strategic alignment, bring notable intellectual curiosity, a steady presence, and outcome-oriented leadership to advance the organization's goals. The incoming President and ED will be committed to accountability and continuous improvement and have a high level of emotional intelligence, empathy, and humility.

Additional preferred qualifications include:

- Thoughtful change-maker with a track record of conceptualizing and implementing strategic planning in the face of rapid change
- Knowledge or experience related to one or more areas of CLASP's policy work
- Evident commitment to racial equity
- Senior executive leadership of a complex organization
- Strong business and financial acumen, including the development and analysis of metrics and measurements, which have translated into successful operating results
- Proven experience attracting, retaining, and inspiring talented and diverse staff and building high-performance team
- Demonstrated results in fundraising and/or business development; the personal skills to

- be effective in earning trust and raising funds from existing and potential donors
- Familiarity reporting to or serving on a non-profit and/or a corporate board
 - Comfortable public speaker with experience presenting to large groups and the media

EDUCATION

We welcome all candidates with the professional experiences, values, and skills outlined in this position specification to apply without regard for a specific educational credential or certification.

APPLICATIONS / NOMINATIONS

CLASP invites all nominations and applications for the position of President and Executive Director. Please send your resume and cover letter to dayna.keene@kornferry.com.

The Center for Law and Social Policy is an equal opportunity employer and does not discriminate on the basis of race, color, ethnicity, national origin, religion, gender, sexual orientation, disability, or age.

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