

# Role Specification

Vice President, Government Performance  
The Pew Charitable Trusts



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# Organization Background

The Pew Charitable Trusts uses data to make a difference. For more than 75 years, the organization has focused on serving the public, invigorating civic life, conducting nonpartisan research, advancing effective public policies and practices, and achieving tangible results. Through rigorous inquiry and knowledge sharing, Pew informs and engages public-spirited citizens and organizations, linking diverse interests to pursue common cause. The organization is a dedicated team of researchers, communicators, advocates, subject matter experts, and professionals working on some of today's big challenges – and with the knowledge that they are more effective and creative collectively than they are individually. With Philadelphia as its hometown and most of the staff located in Washington, DC, Pew's U.S. and international staff find working at the organization personally and professionally rewarding.

Wise stewardship of resources allows Pew employees to pursue work that strategically furthers the organization's mission in significant and measurable ways. Pew collaborates with a diverse range of philanthropic partners, public and private organizations, and concerned citizens who share the organization's interest in fact-based solutions and goal-driven initiatives to improve society. Pew attracts top talent, people of integrity who are service-oriented and willing to take on challenging assignments. The organization provides competitive pay and benefits, a healthy work-life balance, and a respectful and inclusive workplace. Pew employees are proud of their colleagues, proud of where they work, and proud of the institution's reputation.

For more information about Pew: [click here](#)

## Pew's Government Performance Portfolio

From one side of the partisan spectrum to the other, the dense noise of culture-war politics dominates headlines, campaigns, and even casual discussions with friends and family. The Pew Charitable Trusts' government performance portfolio cuts through that clatter to deliver the research, solutions, and momentum that decisionmakers need to ensure our nation's institutions can solve people's problems and avoid creating new ones.

Improving the performance of these public and private institutions is the central approach to the portfolio's two overarching goals: improving the health outcomes of people in the United States and ensuring they can climb the economic ladder.

Those goals are pursued through a wide range of the portfolio's nearly 15 policy-focused projects (with explorations into new areas underway)—from ensuring access to affordable, quality broadband, to addressing the nation's lack of attainable housing.

# Organization Background

Pew is successful when we:

- Foresee systemic challenges that could be avoided, mitigated, or resolved before they become insurmountable or politically toxic.
- Fill information gaps and combat misinformation with data, research, and proven models.
- Hold leaders of institutions accountable for eliminating antiquated and arcane policies and anticipate future challenges.
- Minimize missed opportunities when people intersect with our nation's institutions.

We hope for policymakers, funding partners, and other stakeholders to celebrate when Pew's Government Performance team enters a new policy space, launches a new effort, or expands an existing project because they recognize we help:

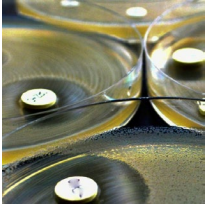
- Elevate the public profile of a problem;
- Demonstrate that success is possible;
- Bring cohesion to diverse fields; and
- Create momentum for broader and lasting change.

## Health Projects

Through research, technical assistance, and advocacy, Pew aims to improve public health and well-being by making treatment for opioid use disorder more accessible, enhancing suicide risk assessment and care, preserving and developing antibiotics, protecting against unsafe health products, and promoting data use in public health to prevent illness and improve equitable well-being for Americans.

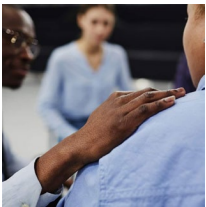
# Organization Background cont.

## Health Portfolio Projects



### **Antibiotic Resistance Project (ending in December 2024)**

- Pew addresses the public health challenge of multidrug-resistant infections by supporting policies to develop new antibiotics and preserve the effectiveness of existing ones.
- Today, the antibiotic resistance project focuses on advancing policies to: remove economic barriers to antibiotic discovery and establish stewardship programs to ensure antibiotics are prescribed appropriately in health care settings.



### **Mental Health and Justice Partnerships**

- Many people facing mental health or substance use crises end up in emergency departments or jails, often receiving inadequate care due to a lack of coordination among crisis systems. Since 2020, Pew has researched and collaborated with stakeholders to assess behavioral health and crisis care nationwide.
- Now, Pew is supporting states in building coordinated crisis care systems that ensure anyone with behavioral health needs can access effective, proven care.



### **Public Health Data Improvement**

- State and local public health officials need timely health data from hospitals, clinics, and labs to identify disease hot spots, contamination, and health inequities like environmentally triggered asthma.
- Pew conducts research, offers technical assistance, and advocates for policies and practices that enable rapid, effective use of health data to improve Americans' well-being.

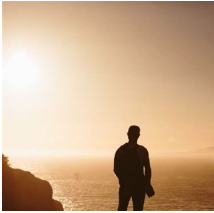


### **State Health Solutions**

- Each year, millions of preventable illnesses and thousands of premature deaths in the U.S. cost over \$730 billion, partly due to underused health care data.
- Pew's state health solutions project collaborates with policymakers to improve health outcomes, reduce disparities, and lower health care costs through better data use.

# Organization Background (continued)

## Health Portfolio Projects (continued)



### **Substance Use Prevention and Treatment Initiative**

- Substance use disorders and related harms are a serious, growing U.S. public health problem. The CDC estimates that drug overdose deaths rose over 20% in 2021, surpassing 100,000, with three-quarters involving opioids.
- The project aims to expand access to effective substance use disorder treatments, including increased use of FDA-approved medications and behavioral therapies.



### **Suicide Risk Reduction**

- Suicide remains a serious public health issue in the U.S., with over 49,000 deaths in 2022—the highest on record.
- Pew’s suicide risk reduction project aims to help hospitals and health systems expand evidence-based suicide screening and care to reduce suicide deaths nationwide.

In addition to our existing projects, Pew continuously looks for emerging opportunities to make a difference, guided by our investment philosophy. Current and emerging issues are identified through a rigorous selection process and moved forward only when there is:

- A clear need for action
- Solid evidence about the primary cause of the problem
- A willingness by important constituencies to act
- A way for Pew to add unique value, and
- A reasonable opportunity for meaningful and tangible progress.

In the health arena, for example, Pew is exploring opportunities to improve population health using federal and state levers to respond to current and future threats.



# The Role

Pew seeks a dynamic leader to fill the role of Vice President for the Government Performance portfolio, reporting directly to the Senior Vice President who heads the overall portfolio. The VP will be responsible for ensuring that Pew's existing and future work, particularly in the area of health, builds off Pew's past success and strengths, aligns with the organization's investment philosophy, is informed and supported by key external stakeholders, and generates meaningful short- and long-term results.

In collaboration with other Pew leadership, the Vice President, Government Performance will serve as an important guide and coach to Pew senior staff and teams in the conceptualization and design of new initiatives, the execution of existing projects, and the establishment of new relationships and partnerships, as well as guide and support staff to understand decisions to not move forward with a new idea or end an existing line of work.

Along with overseeing the operation and future direction of a number of active Pew projects, the Vice President will support the priorities of the portfolio and Pew at large, serving as both a member of the Government Performance portfolio's senior management team and a member of Pew's Leadership Team. The final scope of the position will be determined by the strengths and skills of the successful candidate.

## **Key Accountabilities**

The VP, Government Performance will be responsible for:

- Developing new evidence-informed strategies and leading projects focused on health. Partnering with the SVP, Government Performance in developing overall portfolio strategy, determining programmatic trade-offs, and prioritizing work consistent with Pew's overall vision and goals.
- Contributing to broader institutional strategy and priority setting as a member of Pew's Leadership Team.
- Leading implementation of initiatives, ensuring strong program management, rightsholder and stakeholder engagement, and driving to clear metrics/outcomes.
- Establishing new relationships and partnerships, enabling the launch of new collaborations and projects.
- Cultivating and engaging with an external network of key players within business, governments, international organizations, NGOs and institutions, as well as philanthropists/donors to raise grants and co-funding.
- Developing and mentoring the team, enabling diverse perspectives and high performance.

## **Team**

The Vice President, Government Performance will manage Directors who supervise project leaders and will oversee project teams – varying in size. The approximate total team size is 45 staff.

## **Role Location**

Based in Washington, DC with the flexibility to telework up to 60%; frequent travel expected.

# Reporting To:



**Kil Huh**

**Senior Vice President, Government Performance**

[LinkedIn](#)

Kil Huh, Ph.D., is a Senior Vice President and Head of Pew's Government Performance division, which seeks to strengthen the effectiveness of government at the federal, state, and local levels. The portfolio includes a wide range of initiatives, including state fiscal and economic policy, consumer finance, safety and justice, and public health.

Huh has been with Pew since 2007 and previously led its fiscal and economic policy projects. Through that work, he and his team helped policymakers develop and adopt evidence-based policies that strengthened the finances of state and local governments and improved their outlook for long-term economic growth. Huh has also managed Pew's work on family economic security, which applies a rigorous, analytical approach to the study of Americans' financial well-being and economic challenges, including consumer finance, retirement security, and repayment of student debt.

Before joining Pew, Huh was director of policy and consulting for the Fannie Mae Foundation, where he previously managed the foundation's state and local initiatives.

Huh holds a bachelor's degree in urban regional studies from Cornell University, a master's in urban planning from New York University, and a master's in philosophy and a doctorate in urban planning from Columbia University.



# Candidate Profile

## Key Experiences

- A deep understanding of key levers for change – from policies and practices at the federal, state, and local levels, to galvanizing philanthropic collaboration and action, to other less heralded or out-of-the-box pathways to impact
- Direct experience in the fields of health, behavioral health and/or population health (with an appreciation for how health intersects with public safety, the justice system, and community services as nice to have).
- Specific expertise in areas such as (but not limited to) infectious disease, mental health, substance use, corrections, education, child and elder care, etc. with the ability to ‘level up’ and integrate broad, cross-cutting policy or thematic areas into cohesive programs
- Demonstrated experience developing strategies and leading implementation of bodies of work focused on domestic policies that impact people’s health outcomes and/or their economic mobility
- Strategic and critical thinker; adept at integrating cross-cutting thematic areas into programs, while maintaining a portfolio-wide view
- Fluent in engaging and influencing external audiences and developing large-scale partnerships
- Familiarity with DEI initiatives and journeys within organizations
- Experience on a senior management team and ability to contribute to institutional priorities beyond own management mandate
- Proven ability to work effectively in a nonpartisan environment
- Successful track record of fundraising and strong existing network of partners, donors, and bipartisan political connections to leverage greater outcomes (preferred)

## Leadership Style

- Service-oriented, focused on promoting Pew’s brand and developing others in line with Pew’s values, particularly humility and nonpartisanship.
- An ambitious yet practical leader who applies strategic and critical thinking, aligning Pew’s direction with external needs and ensuring collective progress.
- Collaborative decision-maker who seeks to understand various viewpoints to gain support for forward-looking solutions.
- Effective in complex, collaborative organizations that prioritize teamwork and consensus-building.
- Exercises sound judgment, diplomacy, and works effectively within the nuances of a matrixed organization.

# Leadership Competencies



## Shaping Strategy

The ideal candidate is a visionary who brings strategic and critical thinking, and who works from a broad, portfolio perspective rather than that of a particular project or area of work. They have a sophisticated understanding of health issues in the context of broader US domestic policy. They develop and advance strategy effectively amid ambiguity and a fast pace of change; operate with a clear sense of purpose across complex institutions and settings; and possess an eye for opportunities and leverage points.



## Influencing Collaboratively

This leader thrives in a complex environment that values collaboration, teamwork, and consensus-building. They showcase active listening, invite and blend a wide range of perspectives, and forge enduring partnerships that yield tangible outcomes. They will encourage feedback and new ideas and will create a safe environment where input, debate, challenge and agility are encouraged.



## Driving Results

This leader has a reputation for consistently delivering results that exceed expectations. They perform through adversity to uphold commitments, are motivated by ambitious challenges and objectives, and thrive when finding creative and innovative ways to overcome resistance. They bring energy and momentum to their work while staying poised under pressure.



## Leading Teams

The ideal candidate guides teams with confidence and empathy. Their approach to decision-making values the exchange of viewpoints and unifies genuine support for a common vision. They have a sincere interest in the well-being and success of their people, which fosters an environment where meaningful relationships prosper. They have a passion for gathering talented people into teams and providing the development and inspiration necessary for extraordinary outcomes.

# About Egon Zehnder

Egon Zehnder is the world's preeminent leadership consulting firm, sharing one goal: to help people and organizations transform. We know what great leaders can do and are passionate about delivering the best solutions for our clients. As One Firm, our more than 600+ Consultants in 69 offices and 40 countries combine our individual strengths to form one powerful collaborative team. We partner closely with public and private corporations, family-owned enterprises, and non-profit and government agencies to provide a comprehensive range of integrated services: Board advisory, CEO search and succession, executive search, executive assessment, leadership development and organizational transformation.

Our leadership solutions cover individual, team and organizational effectiveness, development and cultural transformation. We work with world-class partners including Mobius Executive Leadership, a transformational leadership development firm. In addition, we have partnered with Paradox Strategies, co-founded by Harvard University Professor Linda Hill, to develop the Innovation Quotient (IQ), a proprietary culture diagnostic.

Our goal is that the work we do contributes to successful careers, stronger companies – and a better world.

For more information, visit [www.egonzehnder.com](http://www.egonzehnder.com) and follow us on [LinkedIn](#) and [Twitter](#).



# EgonZehnder

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