**Annex 5.1. Position Description for Team Leaders at the Data Policy Institute**

**Responsibilities and Expectations for Institute Center Directors[[1]](#footnote-1)**

**Institutional leadership:** Center directors are members of the Data Policy Institute’s senior leadership team, contributing to planning and management that advances a shared vision and strategy for the success of the organization as a whole – today and in the future.

* Participate regularly in monthly meetings of center directors and the larger strategic management group.
* Actively engage in DPI-wide thinking, planning, and problem-solving.
* Help implement new DPI-wide policies and procedures within their centers, working constructively with administrative offices.
* Connect relevant center staff to cross-center teams working on new initiatives (e.g., big data, subcontract process improvements, IT modernization) and provide the support they need to represent the center effectively.
* Encourage and facilitate collaborative, cross-center research endeavors.

**Intellectual and substantive leadership**: Center directors are responsible for sustaining and advancing the quality and relevance of Institute research.

* Maintain and enhance the center’s reputation for technical sophistication, rigor, and independence.
* Lead the center in framing a forward-looking agenda of research – building on current areas of expertise, but expanding to address issues of emerging importance.
* Produce timely analysis (including policy briefs, fact sheets, and other products) that responds to current events in the news cycle.
* Find opportunities for innovation in data, methods, and scope.
* Manage quality control, particularly for high-profile/high-risk projects.
* Encourage center researchers to work collaboratively with colleagues in other centers to capitalize on DPI’s strengths.
* Actively participate in the center’s research, as principle investigator, collaborator, and/or senior adviser.

**External engagement**: Center directors ensure that the center has successful efforts to engage with the full range of audiences for its research and actively participates in new institutional strategies for raising visibility and impact.

* Systematically reach out and build relationships with diverse audiences (including academics, media, policymakers, practitioners, business, and advocates).
* Empower and encourage appropriate center staff to publicly represent the center’s work to a variety of audiences, helping to make them available for interviews and other relationship cultivation activities.
* Work with communications and outreach staff to identify and engage new audiences (including early identification of products and events).
* Expand the policy and communications capacities within the center (through training, practice, and possibly recruitment) to communicate key findings and engage with external audiences to gain insight on key questions for further exploration.

**Fundraising**: Center directors are responsible for planning and coordinating their centers’ fundraising activities so as to maintain a diverse and healthy portfolio of funding sources.

* Manage and sustain good relationships with funders, guide bidding strategies, and develop and promote new funding proposals.
* Partner with development staff to cultivate new funding sources, including individuals and corporations.
* Pursue opportunities for more flexible, programmatic funding that supports outreach and communications as well as self-defined research.
* Encourage and support collaboration with other centers on cross-cutting idea development and fundraising strategies.

**Staff mentoring and recruitment**: Center directors are responsible for building a well-qualified and effective team of researchers and other professionals so that together the center has the research, policy, communication, and support skills necessary to sustain the center’s success into the future.

* Attract new, high caliber researchers, policy experts, and communicators to the team.
* Work with executive office staff to overcome hiring disincentives perceived by senior researchers.
* Work with human resources staff to recruit the right mix of staff and set salaries that effectively attract and retain talent.
* Support the professional development and morale of existing staff at all levels, including through mentoring and by providing training and skill-building opportunities.
* Communicate effectively with center staff at all levels about all relevant goals, strategies, new initiatives, research learning, and procedures.
* Foster a sense of community and belonging to both the center and the Institute as a whole.

**Internal management:** Center directors oversee and are accountable for the day-to-day management of project budgets and schedules, internal controls and reporting, and use of institutional resources.

* Ensure that the center meets contract and grant obligations on time and within budget.
* Ensure that center staff complies with institutional procedures and reporting requirements.
* Deploy institutional resources strategically and responsibly.
* Oversee staffing plans, work assignments, mentoring, and quality control processes.
* Establish and monitor work schedules and flexible work arrangements.
* Keep staff at all levels informed and involve them in planning for the center’s future.

1. This description is used by a stage 3 think tank which permit use of the description in this book but asked that the organization not be identified. [↑](#footnote-ref-1)