



President

Confidential Position Specification

April 2025



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Milbank Memorial Fund

Milbank Memorial Fund History

In 1905, Elizabeth Milbank Anderson, a prominent philanthropist, established one of the first general purpose foundations, the Memorial Fund Association. The Foundation was named in honor of her parents and renamed the Milbank Memorial Fund in 1921, following her death. Anderson's gifts endowed the Fund with \$10 million (or approximately \$300 million in 2022).

Throughout its first century, the Fund has made its most important contributions by partnering with decision makers in the public, private, and nonprofit sectors to apply the best available scientific evidence and practical experience.

These contributions include the Fund-supported New York State Public Health Demonstration, the launch of The Milbank Memorial Fund Quarterly Bulletin (now *The Milbank Quarterly*), significant research in epidemiology and the policy sciences, and the Fund's development of some of the first US public health surveys.

Milbank Memorial Fund Mission

The Fund works to improve population health and health equity by collaborating with leaders and decision-makers and connecting them with experience and sound evidence. Health policy is central to this mission, which is advanced by:

- Identifying, informing, and inspiring current and future state and local health policy leaders to enhance their effectiveness in developing and implementing health policy.
- Convening and supporting state health policy decision makers to advance progress in areas important to health policy, such as primary care and sustainable health care costs. This is complimented by publishing high-quality, evidence-based publications on these topics through MMF-authored reports as well as through *The Milbank Quarterly*, an editorially independent, peer-reviewed journal of population health and health policy.



Mission:

- The Milbank Memorial Fund works to improve population health and health equity by collaborating with leaders and decision makers and connecting them with experience and sound evidence.

Vision:

- All people and communities are inherently valued and can enjoy long, full, healthy lives.

Values:

- Collaboration and Community
- Diversity, Equity and Inclusion
- Humility and Optimism
- Objectivity and Non-partisanship
- Stewardship and Leadership

Bridging History and Centering on Health Equity

Although the Fund's mission has always centered on improving population health, its commitment to health equity gained prominence in 2021. This shift was driven by a deep organizational reflection on the Fund's historical involvement in the unethical United States Public Health Service Study of Untreated Syphilis, conducted in Tuskegee and Macon County, Alabama.

By acknowledging its role in providing burial funding for participants of this infamous study—a project that egregiously exploited African American men and denied them appropriate treatment—the Fund has taken an important step toward accountability. Its Racial Equity Statement of Purpose includes a formal apology for this complicity in a dark chapter of public health history and reaffirms a robust commitment to advancing health equity.

Building on this acknowledgment, the Fund's historical lessons have become a foundation for propelling its mission today. Through its leadership in three focus areas, the Fund leverages this history as a catalyst for addressing systemic injustices and creating lasting, equitable improvements in population health.

Three Focus Areas

The Fund's focus areas serve as the pillars for driving transformative change and shaping a healthier, more equitable future.

State Health Policy Leadership

The Milbank Memorial Fund aims to inform and inspire current and future state health policy leaders to enhance their effectiveness. As part of this work, we operate the Milbank State Leadership Network and two 10-month leadership programs for state officials.

Primary Care Transformation

Good primary care is essential to improving population health. The Milbank Memorial Fund approaches strengthening primary care by focusing on 1) increasing investments in primary care, 2) improving primary care access and delivery with payment reform, and 3) tracking the health of US primary care through the Primary Care Scorecard.

Sustainable Health Care Costs

To help states achieve more sustainable health care costs, the Milbank Memorial Fund focuses on policies such as setting a statewide health care cost growth rate target, controlling health care prices, and strengthening oversight of the health care markets. As part of this work, the Peterson-Milbank Program for Sustainable Health Care Costs supports state-led efforts to make health care more affordable.

Two State Networks

The Fund supports two state leadership programs for legislative and executive branch state government officials committed to improving population health and advancing health equity.

[Milbank State Leadership Network](#)

The Milbank State Leadership Network is a bipartisan group of about 500 state health policy leaders from both the executive and legislative branches. Along with producing a tailored newsletter and publications on best practices and personal stories, the Fund hosts convenings and offers leadership support.

[Milbank Primary Care Leadership Networks](#)

Milbank supports a network of state Medicaid agencies that are advancing innovative primary care models, and, in collaboration with the Primary Care Development Corporation and the Commonwealth Fund, a network comprising advocates and officials from more than 20 states who are actively pursuing policy to increase spending on primary care at the state level.

Two Leadership Programs

The Fund supports two state leadership programs for legislative and executive branch state government officials committed to improving population health and addressing critical health equity challenges.

[Emerging Leaders Program](#)

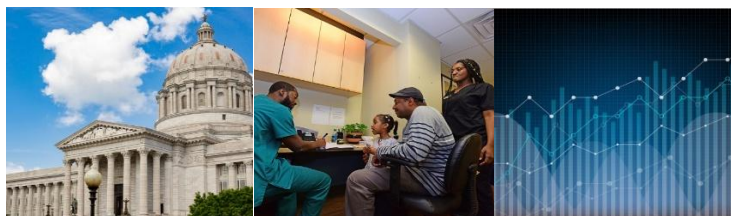
The Emerging Leaders Program seeks to develop practical, hands-on leadership skills in future senior executive and legislative officials.

[Milbank Fellows Program](#)

The Milbank Fellows Program is a leadership program for executive branch and senior legislative state government leaders committed to improving population health.

Publications and Resources

The Milbank Memorial Fund has published [The Milbank Quarterly](#), a peer-reviewed journal of population health and health policy since 1923. The Fund also [publishes reports](#), issue briefs (shorter papers), and case studies.



The Opportunity



Position

President

Milbank Memorial Fund



Location:

**645 Madison Avenue, 15th Floor
New York, NY 10022-1095**

The Fund currently operates in a hybrid New York City-based office environment. While relocation to the region is not required, a regular office presence in New York City will be expected. Frequent periods of travel required.



Reporting Relationship:

Board of Directors



Website:

www.milbank.org



“The Fund’s 120-year history and strong, values-based leadership voice is needed now more than ever.”

- Christopher F. Koeller

The Next President

The next President will join the Milbank Memorial Fund (MMF; The Fund) at a moment of great opportunity and urgency. Since its inception in 1905, MMF has remained steadfast in its commitment to nonpartisan analysis, study, research, and communication on significant issues in health policy. The Fund has cultivated a unique position as a trusted convener, fostering an environment where leaders with varying political and philosophical perspectives can engage openly and constructively to address critical challenges in population health.

The President will have the historic opportunity to provide dynamic, visionary, and entrepreneurial leadership for MMF, ensuring its continued role as a neutral and effective bridge for bipartisan collaboration in improving population health and advancing health equity. In partnership with the board and in service to the Fund, the President will steer the strategic direction and agenda for the organization, advance nonpartisan dialogue, and develop strategies to sustain and enhance its impact on health policy.

Reporting directly to the Board of Directors, the President oversees an annual budget of ~\$5 million, a professional staff of approximately 10 employees, an editorially independent journal of health and health care policy, two state networks, and two state leadership programs.

Key Responsibilities

- Elevate and sustain the Fund's national standing as a nonpartisan convener and thought leader in state health policy leadership and key population health issues.
- Deliver visionary leadership to empower the Fund in achieving its mission, fostering a high performing culture, staff development, and reflecting MMF's core mission, vision, and values.
- Craft and execute strategies that build on the Fund's rich legacy and propel its mission forward.
- Safeguard and expand the Fund's tangible and intangible assets, ensuring sustainable growth.
- Develop and strengthen strategic partnerships, with a particular focus on cultivating and maintaining relationships with funding partners to support organizational impact and sustainability.
- Oversee and enhance the quality and financial sustainability of the Fund's esteemed peer-reviewed population health research publication.
- Partner with the Board of Directors to ensure strong governance and strategic oversight.

The Candidate

The successful candidate will have at least ten (10) years of senior leadership experience and the following key leadership skills and qualifications:

- **Execution and Results:** Spearheaded transformative initiatives that delivered measurable progress in population health policy.
- **Leadership and Policy Expertise:** Deep expertise in state health policymaking, coupled with leadership experience in the public sector and/or healthcare.
- **Record of Bipartisanship:** Proven success in fostering bipartisan collaboration to achieve impactful health solutions.
- **Collaborative Disposition:** Renowned for building trusted, productive relationships with communities, particularly those historically underrepresented, by actively engaging in issues that directly impact their well-being and needs.
- **Visionary Leadership:** Visionary leadership in crafting and executing compelling public communication strategies.
- **Respected Thought Leader:** Published thought leader in peer-reviewed research, healthcare industry literature, and mainstream media platforms.
- **Effective Communication:** Influential voice in national health policy discussions who fosters forums, written publications, advisory boards, and speaking engagements that are thoughtfully framed to include and amplify diverse perspectives, ensuring representation from multiple voices and political affiliations.
- **Partnership Builder:** Experienced in building and maintaining relationships with funding

partners to support organizational impact and sustainability.

Commitments

- Continuously strives to enhance population health and health equity through persistent efforts, innovative approaches, and sustained engagement with diverse stakeholders.
- Reflects the Fund's core values, which are:
 - Collaboration and Community
 - Diversity, Equity, and Inclusion
 - Humility and Optimism
 - Objectivity and Non-Partisanship
 - Stewardship and Leadership

Attributes for Success

- Demonstrates political savvy and strategic orientation.
- Awareness of the Fund's organizational history and its longstanding engagement shaping health policy.
- Proven ability to build strong working relationships across all constituencies.
- Exceptional oral and written communication skills.
- Solid familiarity with key health policy issues, including those outlined in the Fund's 2025-2029 strategic plan.
- Experience and active engagement in nonprofit governance.
- Displays intellectual curiosity and eagerness to learn.
- Ability to collaborate effectively within a small team environment.
- Adaptability and flexibility to navigate evolving challenges.
- Empathy and sensitivity in interpersonal dynamics.
- Outstanding attention to detail in all aspects of work.
- Proficient in group organizing and facilitation to drive collaboration and outcomes.

Education

- Post baccalaureate degree(s) in relevant field preferred.

Compensation

- The salary range for this position is \$400,000 to \$460,000 annually, plus a generous benefits package.
- The range represents a good faith estimate of what the Fund will pay for the position at the time of posting. The salary offered to the selected candidate will be determined based on factors such as candidate qualifications and available market information at time of hire.

To Apply

- Please send your cover letter and resume or candidate recommendations to MMF_President@KornFerry.com or the Korn Ferry team listed below.

- The Fund is conducting an inclusive and equitable search and is interested in meeting candidates with varying backgrounds and experiences.

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About Korn Ferry

Korn Ferry is a global organizational consulting firm. We work with our clients to design optimal organization structures, roles, and responsibilities. We help them hire the right people and advise them on how to reward and motivate their workforce while developing professionals as they navigate and advance their careers.

Visit [kornferry.com](https://www.kornferry.com) for more information.

