

# ROBERT M. GORDON

(b)(6)

## EXPERIENCE

**Center on Budget & Policy Priorities.** *Senior Advisor* (present). Advise on policies to support low-income families at the federal and state levels.

**Independent Consultant** (present). As Innovation Fellow for Schmidt Futures, advise their philanthropic effort and work with the State of Connecticut on benefits access initiatives. Advise other clients on strategy, evidence-based policy, and government effectiveness initiatives.

**University of Michigan.** *Public Service Scholar, Law School; Senior Advisor, Poverty Solutions, Ford School* (2021). Taught a law school mini-course, guest lectured, and advised.

**Michigan Department of Health & Human Services.** *Director* (2019-21). Led \$27 billion agency with 14,000 employees and responsibility for public health, Medicaid, public assistance, child welfare, and aging programs. Played leading role in COVID response that reduced case rates and racial disparities through targeted closures, mandatory testing, and innovative community engagement. With focus on simplicity and ease, led first-in-nation adoption of pandemic EBT benefits, increased benefits access faster than national average, and helped secure health insurance for 1 million Michiganders. Reduced foster care population by nearly 1,000, winning praise from federal court overseeing decade-old consent decree. Invested in evidence-based approaches to maternal-infant health & opioids; redesigned internal messaging around hope and human dignity; created high-level office of race & equity.

**Biden Transition.** *Co- Lead, Agency Review Team, U.S. Department of Health & Human Services* (2020-21). Helped guide review and make recommendations for COVID-related policies.

**The College Board.** *Senior Vice President, Global Finance & Strategy* (2015-19). Hired as CFO and CSO, role expanded to oversee international programs and research. Conceived and drove a \$25 million scholarship program to improve student outcomes. Developed initiatives around strengthening career pathways, using behavioral science in operations, and expanding India and Puerto Rico programs. Managed finances to strong net operating income. Supervised 180 employees in five locations, with high engagement in all divisions.

**United States Department of Education.** *Senior Advisor to the Secretary* (2014-15). Nominated by the President to be Assistant Secretary for Planning, Evaluation, and Policy Development. Developed evidence-based initiatives for the President's 2015 Budget then incorporated into the Every Student Succeeds Act.

**Independent Consultant** (2013-14). While living in Latin America, helped launch a global policy initiative and promote evidence-based policies.

**Office of Management and Budget, Executive Office of the President.** *Acting Deputy Director* (2012, 2013); *Executive Associate Director* (2011-13); *Associate Director for Education, Labor, and Income Maintenance* (2009-11). Guided the Administration's evidence-based policy agenda, resulting in six new programs at four agencies, and catalyzing the evidence-based policy movement. Played key role in OMB's budget negotiations with Congress during multiple showdowns. Developed reforms in agriculture subsidies, civil service compensation, and job training programs. Drove early childhood, education, and social insurance initiatives from conception through legislation, regulation, and grant-making. Designed changes in budgetary scoring to reward proven investments. Developed communications strategies to draw favorable contrasts.

**Center for American Progress.** *Senior Vice President for Economic Policy* (2005-06). Oversaw development of economic growth, tax reform, and education reform policy agendas.

**Independent Consultant** (2007-08). Shaped teacher quality agenda for the Gates Foundation, government performance program for the Rockefeller Foundation, and student-based budgeting for Baltimore schools.

**New York City Department of Education.** *Managing Director for Resource Allocation* (2006-07). Led the creation and implementation of Fair Student Funding, a student-based system for allocating more than \$5 billion to schools, which has enhanced equity and increased school-level financial autonomy, and which remains in place.

**Kerry-Edwards '04; John Edwards for President; Office of Senator John Edwards.** *General Election Domestic Policy Director* (2004); *Primary Campaign Policy Director* (2003-04); *Senate Legislative Director* (2002-03); *Senate Counsel* (2001-02). Developed policy across all domestic issues.

**Chambers of Justice Ruth Bader Ginsburg, United States Supreme Court.** *Law Clerk* (2000-01).

**Juvenile Rights Division, Legal Aid Society of New York.** *Skadden Fellow and Attorney* (1999-2000). Represented children in child protection proceedings in Bronx Family Court.

**Chambers of Judge Pierre Leval, U.S. Court of Appeals for the Second Circuit.** *Law Clerk* (1998-99).

**National Economic Council, The White House.** *Analyst* (1995).

**Corporation for National Service; White House Office of National Service.** *Analyst* (1993; 1994-95). Helped develop, enact, and implement the legislation establishing AmeriCorps.

#### **BOARDS AND MEMBERSHIPS** (past)

Board Member & Treasurer, Results for America  
Board Member & Treasurer, Achievement Network  
Nonresident Fellow, Urban Institute  
Guest Scholar, Brookings Institution

#### **EDUCATION**

**Yale Law School, J.D.**, 1998. Senior Editor, *Yale Law Journal*. Advocacy for Children & Families Clinic.

**Harvard University, B.A.**, Social Studies, *summa cum laude*, 1994. Hoopes Prize, Phi Beta Kappa.

#### **SELECTED PUBLICATIONS**

"A Progressive Vision Is Possible If We Spend Money Thoughtfully Now," *N.Y. Times*, April 29, 2021 (w/ M. Jolin)

"Yes We CCCan," *Democracy Journal*, Summer 2018.

"The Trump Administration's Misleading Embrace of Evidence," *Politico*, March 31, 2017 (w/R. Haskins)

"Making Tax Evasion Great: The \$100 Billion Giveaway," *Democracy Journal*, March 9, 2017 (w/D. Kamin)

"How to Fix Head Start," *The New Republic*, March 24, 2014 (w/S. Mead)

"New Motto for a Leaner Washington: Pay for What Works," *The Atlantic*, February 24, 2014 (w/R. Hess)

"Reverse Robin Hood: On Health Reform and Credit Cards," *Slate*, May 19, 2008

"Did Liberals Cause the Sub-Prime Crisis?," *The American Prospect*, April 7, 2008

"Improving Teacher Effectiveness by Using Performance on the Job," Hamilton Project, Brookings Institution (w/T. Kane & D. Staiger, April 2006)

"Friendly Fire: How John Roberts Differs from His Hero and Mentor," *Slate*, August 11, 2005.

"Class Struggle: What Democrats Should Say About Education," *The New Republic*, June 6, 2005 (cover)

"Drifting Through Byzantium: The Promise and the Failure of the Adoption and Safe Families Act of 1997," 83 *Minnesota Law Review* 637 (1999)