



CHIEF DEVELOPMENT OFFICER  
THE FULLER PROJECT  
Remote – Washington, D.C. (Preferred)  
[The Fuller Project](#)

## THE FULLER PROJECT

The Aspen Leadership Group is proud to partner with The Fuller Project in the search for its Chief Development Officer.

The Chief Development Officer will oversee The Fuller Project's expanding fundraising program including building the individual giving program and growing institutional giving. In partnership with the Chief Executive Officer, the Chief Development Officer will nurture a culture of philanthropy that supports the organizational and newsroom priorities while leveraging the talent of staff and board. The Chief Development Officer will apply a diversity, equity, inclusion, and belonging lens to all internal and external activities while expanding the organization's community of supporters.

The Fuller Project is the global nonprofit newsroom dedicated to groundbreaking journalism about women to raise awareness, expose injustice, and spur accountability. Its vision is journalism that fully represents all women, giving readers *The Full Story*, and spurring gender equality.

The Fuller Project was founded on the belief that news coverage must represent the views of all individuals. When it does, journalism can fulfill its promise of helping to create a fully informed citizenry. Journalism has the power to inform, to expose abuses of power and human rights, and to inspire urgent action. Yet when the voices, stories, and perspectives of women are disproportionately left out, the result is reporting that reinforces bias.

Today, women are still underrepresented in news, especially those facing race and identity bias. This has been true for centuries and progress has been slow. As a result, the barriers and harms that women face are often considered tangential – instead of central to the security, economic, legal, environmental, and other issues societies face each day.

Through investigative and enterprise reporting about women, and by fostering a committed community of editors, The Fuller Project disrupts bias and redefines traditional news. With deeply sourced newsgathering and vivid storytelling, The Fuller Project works to provide a more nuanced understanding of global, U.S., and local news by incorporating diverse perspectives. It centers its investigative and enterprise journalism on women's lived experiences, especially those whose stories are most often unheard in mainstream news, to reveal patterns of discrimination and illuminate solutions.

The Fuller Project brings journalism about women to millions of readers in the United States and around the world through legacy and local media partnerships. These editorial partnerships foster a community of journalists dedicated to inclusive coverage, drawing on expertise about the interconnected issues that affect women, gender-diverse people, and whole societies. The reporting aims to give readers a new understanding and better equip them to challenge harmful conventions that have historically limited rights. Since 2015, the reporting has helped end life-threatening practices, led to large-scale releases of public data, and influenced the introduction of new legislation. This rigorous journalism connects the stories of women everywhere, fostering shared urgency, agency, and action.

## **REPORTING RELATIONSHIPS**

The Chief Development Officer will report to the Chief Executive Officer, Xanthe Scharff. The Chief Development Officer will have the opportunity to hire a Development Associate.

## **FROM THE CHIEF EXECUTIVE OFFICER**

*The Fuller Project is the global nonprofit newsroom dedicated to reporting on women. Over five years we have reached nearly an estimated 100 million readers with stories about women that affect whole communities and we have partnered with hundreds of editors and journalists. Through our innovative collaborative model, The Fuller Project has been an important contributor to the sea change underway – with more newsrooms, editors, and journalists seeing the importance of addressing bias and centering reporting on women. Still, there is much work to do before we realize our vision of a fully representative press that spurs gender equity.*

*We have a long-term vision for growth that prioritizes partnerships with local and global newsrooms to produce investigative, data-driven, and enterprise journalism for readers around the world. We will deepen our work with editors in a diverse set of newsrooms, crossing readership divides and building a community of journalists that together disrupt gender bias in news.*

*To do this, we need to grow our newsroom and our community of support. The CDO will play a central and leading role in bringing The Fuller Project fully into its second chapter of growth. We seek a CDO who is excited by the opportunity to grow and build, especially our individual giving program and who is active in promoting and supporting DEI & belonging. The CDO will build our development strategy and systems with an eye towards long-term growth.*

*The CDO will leverage a sophisticated team of leaders and board members who have built trusting and enduring relationships with funders and are driving consistent year-on revenue and organizational growth. Given The Fuller Project's strong financial management, the CDO will think long-term and build our development efforts strategically. For an entrepreneurial and mission-driven development leader, this is an opportunity to join an established organization that is ready to scale, to join a passionate and committed team, and to spur change in the journalism that informs our world.*

–Xanthe Scharff, Founder and Chief Executive Officer

## **DIVERSITY, EQUITY, INCLUSION, AND BELONGING**

The Fuller Project centrally values diversity, equity, inclusion, and belonging and prioritizes DEI in all team-building and work. These same values are also central in The Fuller Project's journalism. The Fuller Project is an equal opportunity employer and values diversity of all forms in its newsroom. The Fuller Project welcomes candidates of all gender identities to apply.

## PRIMARY RESPONSIBILITIES

The Chief Development Officer will

- partner with the CEO to define fundraising goals in support of The Fuller Project's strategic plan and editorial and organizational priorities, as well as the tools, support, and resources needed to meet them;
- prioritize and maximize the CEO's involvement in all fundraising programs;
- coach and support senior staff on strategic and tactical fundraising plans for individual and institutional donors;
- be a proactive partner and ally in building The Fuller Project's organizational culture, with a focus on diversity, equity, inclusion, and belonging, collaboration inside and outside the organization, and the development of the organization's team and others in the field;
- develop and lead annual and long-term fundraising plans and strategy for individual and institutional donors and prospects, working closely with the CCO on visual/communications materials;
- develop a stewardship strategy and oversee related high impact events for top prospects, donors, and volunteers;
- work independently without close oversight and as a team player who will productively engage with others at varying levels of seniority within and outside of the organization;
- lead and participate in major fundraising solicitations;
- lead board development and management, working closely with the CEO and COO;
- be a strategic thought partner, a senior leader, and a doer;
- hire and manage a Development Associate who will provide support to the CDO and other senior members;
- establish and oversee systems for gift management, reporting, and stewardship; and
- once established, build and implement an expanded strategy that could include other approaches such as: membership program, digital fundraising, corporate engagement, etc.

## KEY COLLEAGUES



**Xanthe Scharff, PhD**

**Co-founder and Chief Executive Officer**

Xanthe Scharff is the CEO and Co-founder of The Fuller Project, a nonprofit organization dedicated to groundbreaking reporting on women worldwide that raises awareness, exposes injustice, and spurs accountability.

Under her leadership, The Fuller Project has evolved from a grassroots start-up to the global newsroom dedicated to reporting on women and publishing with leading outlets. Since its co-founding in 2015 from Turkey, The Fuller Project newsroom has won various accolades including the Military Reporters & Editors Award, the One World Media Award, the Amnesty International Media Award, the Milwaukee Press Club Silver Award; reporting has also been shortlisted for the Biedler Prize for Cancer Journalism, One World Media Award, South Asia Journalism Association Daniel Pearl Award, and the National Society of Newspaper Columnists Award.

At The Fuller Project, Xanthe heads an organization that includes several dozen editors, reporters, global contributors, and senior business leaders. The team's reporting has spurred the introduction of new legislation to protect women and girls in the U.S., the hiring of hundreds of policewomen in India, the banning of virginity testing in state hospitals in The Philippines, and much more. She has raised nearly \$25 million for The Fuller Project and other nonprofits that raise the voices of women and girls, and she has led The Fuller Project through year-on growth, more than tripling organizational resources between 2019

and 2020. In 2021, Xanthe was awarded the Helen Gurley Brown Genius Grant for her visionary leadership in bringing to light groundbreaking stories affecting women.

Xanthe is an award-winning nonprofit founder and journalist whose reporting has been featured in *Newsweek*, *Foreign Affairs*, *Foreign Policy*, and beyond. During the coronavirus pandemic, she was among the first to write about the disproportionate impact of the economic crisis on women in a major U.S. news outlet (*TIME*). Xanthe then called for a federal release of data to better inform policies in *The Boston Globe*. She and her team reported based on exclusive statistics received from 17 state agencies to show women as the majority of unemployment seekers in all states. Over a dozen journalism outlets including *The New York Times* sourced The Fuller Project's data reporting, which led the national news cycle three weeks ahead of federal data releases.

In 2019, Xanthe was named among the top 40 under 40 by the Leadership Center for Excellence for outstanding public service. Xanthe is the Founder and Board Chair Emeritus of Advancing Girls' Education in Africa, a thriving nonprofit in East Africa that has served 3,000 girls with secondary school opportunities. The UN gave AGE Africa a good practice award, and Michelle Obama endorsed the organization's work. CBS's *The Early Show*, *Voice of America*, *The Christian Science Monitor*, and several African media outlets. The nonprofit named the *Xanthe Scharff Workplace Experience* project in her honor.

Formerly, Xanthe was the Associate Director at the Center for Universal Education at Brookings where she led research and programming on girls' education. There, she published extensively and edited a volume on girls' education, built a partnership with Brookings India, and facilitated a network of 60 global foundations. She was an Education Pioneers Fellow and a Peace Scholar at the United States Institute of Peace during her investigation into government and donor failures to support the survivors of a devastating 20-year war in Northern Uganda.

The Fletcher School awarded Xanthe her doctorate in International Relations for research on post-conflict education, during which she was named Minear Fellow, Earhart Fellow, Henry Leir Fellow, and was an Active Citizenship Fellow. She was also a D.C. Education Fellow and worked at the District of Columbia Public Schools. She is a member of the Council on Foreign Relations and she has worked with organizations including The World Bank, United Nations, Arabella Advisors, CARE, and Save the Children. Xanthe graduated with honors from New York University and completed executive education courses at Harvard Business School and the Kennedy School at Harvard.

Xanthe serves on the Board of Advisors of The War Horse, an award-winning nonprofit newsroom that supports military spouses and educates the public on military service, having herself been a military spouse during numerous 9/11 deployments. Having lived in Argentina and Peru, Xanthe speaks Spanish. She has also lived and worked in Turkey, Uganda, Sudan, and Malawi and now leads The Fuller Project's headquarters in Washington, D.C., where she lives with her two children. If not working, you can find her running, reading, or heading to the woods.



**Khushbu Shah**  
**Editor in Chief**

Khushbu Shah is the Editor in Chief of The Fuller Project, overseeing and implementing the editorial agenda and the newsroom's groundbreaking reporting on women to expose injustice and spur accountability. She also leads partnerships with a myriad of prestigious U.S. and international outlets.

Khushbu brings deep expertise on the interconnected issues impacting women and their communities to the Editor in Chief role, where she upholds the highest standards of The Fuller Project's unbiased, non-partisan, rigorous

journalism.

In 2016 Khushbu was the producer for CNN Correspondent Ed Lavandra covering the Charlotte, North Carolina protests after police shot a Black man sitting in his car, reporting which won the Murrow Award in 2017. As the sole producer on-site for the investigative team reporting on the undercounted deaths and recovery efforts in Puerto Rico from Hurricane Maria in 2017, her team won the 2018 Murrow Award and was nominated for the Peabody award. She was editor and producer for three CNN Emmy-nominated teams for breaking news coverage in Ukraine in 2014, Typhoon Haiyan in 2015 and network-wide Hurricane coverage in 2018.

Khushbu reports on the intersection of race, politics, and social justice, writing regularly for outlets such as *The Guardian*, *The Washington Post*, *The Lily*, *Pacific Standard*, and *Columbia Journalism Review*, amongst others. Her in-depth reporting on police brutality in the U.S. has brought light to the stories of families and mothers of Black men and women killed by police. In her reported series on the killing of Ahmaud Arbery for *The Guardian*, she obtained 911 calls and the resignation letter of a district attorney assigned to the case and examined in-depth the breakdown of the criminal justice system following Arbery's death in Brunswick, Georgia.

Her reporting exposes injustices impacting women, ranging from abortion access in the South to immigration and inequality across Latin America. She spent months after the November 2016 election crisscrossing the United States interviewing Americans who had voted for President Trump from Washington to Wyoming for CNN. In 2018, Khushbu profiled a pregnant mother and her children and the transgender women making their way to the U.S. amid the migrant caravan traveling via Tijuana on the border with Mexico.

Prior to joining The Fuller Project, Khushbu spent over a decade at prominent media outlets including CNN, BBC, NPR/PBS-licensed stations, and multiple networks. She began her career as an editor at age 24 in Afghanistan where she led a team of 25 researchers for Moby Group, a news and entertainment group that now reaches 300 million. A member of both the South American Journalists Association and the Asian American Journalists Association, she has worked from Afghanistan, India, the West Bank, Venezuela, Mexico, and across the United States and now resides in Atlanta, Georgia. She is a grantee of The International Women's Media Fund for reporting on undocumented South Asian female immigrants in the U.S.

Khushbu speaks Spanish, Gujarati, and basic Arabic. She has a B.A. from The University of California, Berkeley, and was awarded a Masters of Science from The London School of Economics and Political Science (LSE).



**Lilian Tan**  
**Chief Operating Officer**

Lilian Tan is the Chief Operating Officer of The Fuller Project, focused on strategy, operations, institution building, and culture, and ensuring the organization's groundbreaking reporting on women reaches diverse audiences around the world. Lilian collaborates closely with the internal Fuller team, along with editors and partners working on women and journalism to boost the success and impact of its reporting.

Lilian is an experienced strategy and operations professional with a focus on socially conscious organizations. She has worked across Fortune 500 companies, Forbes 100 largest non-profits, high growth startups, Corporate Social Responsibility departments, and educational institutions to help them grow in a financially sustainable manner and support their missions.

Before joining The Fuller Project, Lilian worked as a management consultant for Grant Thornton's Not-for-Profit & Higher Education Advisory practice, one of the largest in the country. There, she advised a

range of organizations focused on humanitarian needs, social services, foundations, health, and education as they sought to revise their long-term strategies to ensure maximum impact. She also directed them in how to best evaluate investments in new programs and services to meet their beneficiaries' needs and assess and improve their fundraising, operations, human relations, finance, and technology practices to promote sustainable and effective growth.

Most recently, Lilian lived and worked in Kampala, Uganda for an organization focused on providing renewable energy and financially inclusive products to more than 600,000 low-income rural households in Uganda, Zambia, Nigeria, Benin, Côte d'Ivoire, and Mozambique. She has worked with organizations including USAID, Save the Children, Open Society Foundation, Rotary International, National Marrow Donor Program, World Bank, Signify Foundation, and UNICEF.

Lilian received her Master of Business Administration from New York University, where she was a Forté Foundation Fellow, and her Bachelor of Arts and Bachelor of Business Administration from The University of Texas at Austin. She is now based at The Fuller Project headquarters in Washington, D.C., and, when not working, Lilian enjoys hiking, camping, running, and relaxing behind her piano or a good book.



**Kimberly Abbott**  
**Chief Communications Officer**

Kimberly Abbott is the Chief Communications Officer of The Fuller Project, where she amplifies the organization's strategic priorities including public relations and events, ensuring the newsroom's groundbreaking reporting on women reaches diverse audiences worldwide.

Kimberly draws on her deep experience of expanding the impact of mission-driven organizations. She has 25 years of success overseeing global communications, media training, public relations, foreign policy, and journalism with a particular focus on underreported humanitarian issues in post-conflict situations.

Kimberly started her career as a broadcast journalist and has worked as a booker, writer, producer, and reporter. During Kimberly's seven-year tenure at CNN, she covered breaking news around the country from the 2000 Presidential Election and recount to 9/11, and was an on-air reporter for "CNN Newsroom," filing stories from D.C., Bosnia, and Germany. Her first job was reporting for local radio covering education and government. Her journalism has also included France 3 television, Radio France, and BFM Radio in Paris.

Prior to joining The Fuller Project, Kimberly was Vice President of Marketing and Communications for World Learning, a global development, exchange, and education nonprofit. There, Kimberly established a rigorous digital media strategy that included the overhaul of multiple websites and the tripling of social media traffic to drive business growth. She also conducted media training for women around the world and created journalism fellowship programs in South Africa and India that enabled young journalists to gain international reporting experience.

At World Learning, Kimberly launched a communications department and led a team of 18 to drive brand awareness and elevate the importance of individual programs, including that of The Fulbright Specialist. Her work drove recognition of a range of development programs, from teaching Syrian refugees in Lebanon to STEM education in Egypt. She produced professional videos that won several awards, including four Gold, one Silver, and three Bronze Telly Awards. Her robust content production resulted in earned media placements in *PBS NewsHour*, *Christian Science Monitor*, *Inside Higher Ed*, *US News & World Report*, *AARP*, and many local outlets.



While Communications Director for North America at the International Crisis Group, an independent, nongovernmental organization, Kimberly was responsible for developing strategic approaches for communicating its policy prescriptions. This included partnering to create news reports with legacy media outlets such as “60 Minutes,” “Nightline,” and “PBS NewsHour” to cover underreported stories in Darfur, DRC, and Northern Uganda, and producing multimedia that enhanced the visibility of the organization as a highly recognized, go-to source for news and analysis on conflict situations. Her podcasts and stories about Crisis Group reports appeared in *Foreign Policy*, *The Christian Science Monitor*, *CNN Global Public Square*, and *Huffington Post*. She produced over a dozen documentaries about Crisis Group’s impact, including “Crisis Group On the Frontlines,” which was a finalist for the CINE Golden Eagle Award, and interviewed global leaders including U.S. President Bill Clinton, French Foreign Minister Bernard Kouchner, Mexican President Ernesto Zedillo, and U.S. General Colin Powell.

At InterAction, an alliance of international development and humanitarian NGOs, Kimberly served as Acting Communications Director and successfully brought attention to lesser-known humanitarian and development stories, while collaborating with InterAction’s 160 member organizations to develop media and advocacy campaigns on collective humanitarian and development priorities.

She has been a term member of the Council on Foreign Relations and is the recipient of numerous fellowships in journalism and international affairs, from the Radio Television News Directors Foundation, German Marshall Fund, Atlantik-Brücke German-American Foundation, French American Foundation, and others. Her career has also included time on Capitol Hill, in U.S. presidential politics, and as an envoy and translator for the Centennial Olympic Games.

A French speaker, Kimberly earned a Bachelor of Science in broadcast journalism from Boston University and studied French media at the Ecole Française des Attachés de Presse in Paris. She now lives in Maryland with her husband and son.



**Sarah O’Hagan**  
**Chair, Board of Directors**

Sarah O'Hagan is a former journalist and a long-time strategic advisor in the fields of refugee and women’s rights. Sarah is a trustee of Johns Hopkins University; and former Chair of the Board of Advisors of the Johns Hopkins School of Advanced International Studies (JHU-SAIS), where she and others built SAIS Women Lead. As co-Chair of the International Rescue Committee (IRC) from 2010-2016, Sarah has traveled frequently to visit programs. She also serves on the board of the Louis and Nancy Hatch Dupree Foundation for the Afghanistan Center at Kabul University, and on the Board of Directors of America Media, the leading provider of editorial content for thinking Catholics.

## **PREFERRED COMPETENCIES AND QUALIFICATIONS**

The Fuller Project seeks a Chief Development Officer with

- a high level of energy and passion for The Fuller Project’s mission;
- a demonstrated commitment to being a builder of teams and relationships that value diversity, equity, inclusion, and belonging as well as mentorship of junior staff;
- a creative, innovative, and collaborative approach for an organization that represents a new model of doing business;
- superior communication skills, both written and oral, and the ability to influence and engage a diverse pool of stakeholders;

- demonstrated experience in seeking and securing six- and seven-figure gifts and knowledge of the U.S. donor landscape;
- experience establishing, overseeing, and directing an individual giving program;
- tangible experience expanding and cultivating existing donor relationships over time;
- management experience that will inform oversight of a growing development department including individual giving, foundations, medium and small gifts, and other future strategic opportunities such as a launching membership program; and
- strong organizational skills with attention to detail.

A bachelor's degree is required for this position as is at least seven years of professional experience in nonprofit organizations with demonstrated success in a development function (managing and forging relationships with multiple donor sources) preferably on a national level.

### **SALARY & BENEFITS**

The Fuller Project offers a competitive salary and benefits package including health, dental, and vision insurance; paid parental leave; retirement plan; generous vacation policy, plus flexible and inclusive holiday schedule; phone and communications stipend; a commitment to an inclusive and diverse work culture; and professional learning and development opportunities.

### **LOCATION**

This position is remote with a preference for the Metropolitan Washington, D.C. area.

### **APPLICATION INSTRUCTIONS**

All applications must be accompanied by a cover letter and résumé. ***Cover letters should reflect a commitment to a fully representative press that spurs gender equity, consistent with the mission of The Fuller Project.*** Review of applications will begin immediately and continue until the successful candidate has been selected.

*To apply for this position, visit:*

[Chief Development Officer, The Fuller Project.](#)

*To nominate a candidate, please contact Shelley Semmler:*

[shelleysemmler@aspenleadershipgroup.com.](mailto:shelleysemmler@aspenleadershipgroup.com)

*All inquiries will be held in confidence.*