

**Position Description**  
**Vice President, Gates Millennium Scholars**  
**United Negro College Fund**

**Background**

The United Negro College Fund (UNCF), headquartered at Fairfax, Virginia, is the nation's largest, oldest, most successful and most comprehensive minority higher education assistance organization. UNCF's mission is to enhance the quality of education by providing financial assistance to deserving students, raising operating funds for member colleges and universities, and increasing access to technology for students and faculty of historically black colleges and universities.

The UNCF provides operating funds, scholarship awards and technology enhancement services for 39 historically black colleges and universities. To date, they have funded scholarships and internships for approximately 65,000 students matriculating at more than 900 institutions. UNCF alumni include Dr. Martin Luther King, Jr. (Nobel laureate and civil rights leader), Dr. W.E.B. DuBois (writer and scholar), John Lewis (civil rights leader and U.S. Congressman), the Honorable Hazel O'Leary (former U.S. Secretary of Energy), Dr. David Satcher (former U.S. Surgeon General), and Dr. Marian Wright Edelman (founder and president, Children's Defense Fund).

The Gates Millennium Scholars (GMS) program, funded by a \$1 billion grant from the Bill & Melinda Gates Foundation, was established in 1999 in partnership with UNCF to provide outstanding African American, American Indian/Alaska Natives, Asian Pacific Islander Americans, and Hispanic American students with an opportunity to complete an undergraduate college education, in all discipline areas and a graduate education for those students pursuing studies in mathematics, science, engineering, education, library science, or public health. The GMS program is the world's largest private scholarship effort with funding in place to support 20,000 talented, economically qualified students by the year 2019.

**Current Situation**

UNCF administers over 450 scholarship and fellowship programs that support students at the undergraduate, graduate and doctoral level, of which the GMS program is the largest. To date, 9,050 African-American, American Indian/Alaska Native, Asian Pacific Islander American and Hispanic American students have received the GMS award and 2,741 scholars have graduated from their school of choice.

In February 2006, in response to the extraordinary rate of retention and graduation of students, the Bill & Melinda Gates Foundation granted an additional \$500 million to the United Negro College Fund Gates Millennium Scholars program. An additional \$100 million was granted to launch six new program initiatives: a leadership development

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program; the development of an alumni network; an early outreach effort; a male initiative; graduate level interest in public health; and a branding effort to enhance national awareness of the GMS program.

The governance of the GMS program is complex. The UNCF/GMS program manages relationships with four different entities: (1) The Bill and Melinda Gates Foundation (BMGF); (2) GMS Partners (the Hispanic Scholarship Fund, the Organization of Chinese Americans, and the American Indian Graduate Center); (3) GMS National Advisory Council; and (4) GMS Research Advisory Council.

### **Specific Role**

The Vice President (VP) of GMS manages a broad range of responsibilities spanning operational and financial management, organizational leadership, programmatic and strategic oversight, marketing and research, and external relations. The VP reports directly to the President/CEO of the United Negro College Fund and serves as a member of UNCF's executive team.

#### Operational/Financial Management

The VP manages a staff of 30, an annual budget of \$77 million and awards approximately 4,000 scholarships annually, supported in part by the GMS Partners. The VP prepares operating budgets, forecasts and reports, and ensures that human and financial resources are deployed efficiently.

#### Organizational Leadership

The Vice President implements strategies that maximize employee potential and foster high performance. The VP oversees policy implementation, builds and maintains a management and leadership team, and designs and coordinates strategic planning and project management processes.

#### Programmatic and Strategic Oversight

The programmatic oversight of the GMS includes support for quarterly meetings with the BMGF, quarterly GMS National Advisory Council meetings, an annual partner strategy workshop, and weekly teleconferences. A key challenge is defining and implementing improved internal processes to best support the program's mission and strategic direction. The VP works closely with the UNCF President, the UNCF Board, the BMGF, and the GMS National Advisory Council in the ongoing refinement of GMS's strategy

#### Marketing and Research

The VP builds and enhances the GMS brand and the prestige level of the GMS, building alliances with local, regional and national leaders to create greater national recognition and impact. The VP expands and enhances the national initiative to cultivate "Leaders for America's Future." The VP will oversee the GMS research effort to successfully deliver against performance metrics and increase the impact of the program. The VP tracks vital

public policy issues, identifies emerging trends, and plans and implements proactive initiatives and serves on the GMS Research Advisory Council.

#### External Relations

The VP systematically builds and manages partnerships with external constituencies. The VP structures alliances with national organizations, leads advocacy efforts, and provides content expertise on college access, scholarship award administration, and policy development. The VP is also responsible for four GMS National Advisory Council meetings and dinners, two national conferences, and numerous training sessions and workshops.

#### **Major Objectives**

The United Negro College Fund expects the new Vice President to accomplish the following major objectives over the next 12-18 months:

- Lead the GMS staff and manage the BMGF, Partners, and Advisors of the GMS in an effective and skillful manner, consistent with the mission, vision, and values of the United Negro College Fund;
- Provide a strong voice for the program's mission to move UNCF/GMS to center stage and develop a long-term branding strategy that will elevate the prestige of the award to a world-class scholarship program;
- Ensure accountability at all levels for the achievement of GMS' strategic objectives;
- Assess the overall performance and effectiveness of the program and ensure that its success is communicated widely;
- Oversee GMS advocacy efforts and provide content expertise on college access, scholarship award administration, and policy development.

#### **Professional Qualifications**

The following qualifications are preferred in the new Vice President:

- Bachelor's degree required; advanced degree preferred;
- Work experience in higher education industry is desirable;
- Demonstrated ability to plan, direct, and supervise the management of operations, programs, and staff of a complex organization;
- Demonstrated ability to implement a vision that integrates organizational goals and values;
- Demonstrated ability as a change agent working with an extensive national network;
- Strong media and presentation skills;
- Sophisticated communication and negotiation skills;
- A strategic thinker with strong skills in financial analysis;
- Practical understanding of advanced communication technology, computer software, and databases;

- Strong analytical, planning, research, and organizational skills;
- Strong verbal and written skills with equally strong presentation/standup skills.

### **Personal Characteristics**

The following characteristics are preferred in the new Vice President:

- A passionate individual who seeks to enhance the quality of education by providing financial assistance to deserving students, America's future leaders;
- Astute political sensitivities and the ability to elicit support from a wide spectrum of people;
- Confidence and drive, coupled with energetic, entrepreneurial leadership qualities;
- Healthy respect for colleagues, employees, and superiors;
- Goal-oriented, project-oriented, and achievement-oriented;
- Strong sense of honor and integrity;
- A warm, personal style and a sense of humor.

### **Compensation**

Compensation will be commensurate with skill and market.

### **Application**

Please forward resumes and appropriate material immediately to:

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