

Position Description
Executive Director
Frederick D. Patterson Research Institute
United Negro College Fund

The United Negro College Fund, the largest minority higher education assistance organization in the United States, seeks a new Executive Director for the Frederick D. Patterson Research Institute, the nation's foremost research organization on the education status of African Americans. The new Executive Director will manage an operating budget of \$300,000 and manage a small staff of dedicated professionals. The Executive Director, a visionary strategic thinker with passion, drive, and creativity, will work together in a dynamic, congenial team environment to conduct and disseminate research that help improve the educational opportunities for African Americans.

Background

On February 22, 1996, the United Negro College Fund (UNCF) announced the creation of the Frederick D. Patterson Research Institute, named in honor and memory of the founder of UNCF. Founded by the College Fund's President and CEO, William H. Gray III, and headquartered in Fairfax, Virginia, the Frederick D. Patterson Research Institute is the nation's foremost research organization focusing on the educational status of African Americans of all ages from preschool through adulthood.

The Institute's mission is to design, conduct, and disseminate research that helps guide policymakers, educators, media, and the general public toward improving the educational opportunities and outcomes of African Americans. The Institute maintains a diverse research agenda, priorities, and activities that address status and attainment in education from preschool through adulthood for African Americans in the United States and abroad.

The research conducted by the Institute focuses on pathways to attainment and investigates the obstacles, barriers, and enablers of educational, occupational, and economic status outcomes in the African American community. Research findings are disseminated broadly with the aim of impacting public policy in order to promote educational access, attendance, and attainment. For additional information on the Patterson Research Institute, please visit the website at: www.patterson-uncf.org.

Current Situation

Since its inception, the Institute has made great strides in the development of research on African Americans in education. The Institute's activities have included the following:

- Designing and producing the first-ever comprehensive books on the status and progress of the education of African Americans in the United States;
- Publishing the first-ever report to present comprehensive regional comparisons of African Americans attending two-year colleges and four-year colleges and universities, public and private colleges and universities, and historically black and traditionally white colleges and universities;

- Establishing an annual Summer Research Fellowship Program, a ten-week program where doctoral students have an opportunity to work on specific research projects being conducted at the Institute;
- Publishing booklets of up-to-date and vital statistics that address the trends and progress of African Americans in education;
- Designing, conducting, printing, and disseminating detailed annual reports on the progress of UNCF member institutions;
- Providing technical assistance and information to answer specific inquiries from academic institutions, policymakers, the media, and the general public with respect to the status and conditions of African Americans in education;
- Studying the extent and the potential for improving early education in rural African American communities through the Pew Rural Early Education Initiative.

The Frederick D. Patterson Research Institute is headed by an Executive Director and is guided by a 24-member Advisory Council appointed by the United Negro College Fund and chaired by Michael L. Lomax, UNCF's President and CEO. The Advisory Council is mostly comprised of nationally recognized leaders from major foundations, college and universities, and educational organizations. The principal constituencies of the Institute are the College Fund and its thirty-nine historically black college and university members.

The Frederick D. Patterson Research Institute has a \$6 million endowment, of which five percent is allotted for its annual budget. The Institute's research agenda has received the support of many leading foundations, such as the Pew Charitable Trusts, Charles Stewart Mott Foundation, W. K. Kellogg Foundation, Ford Foundation, and Rockefeller Foundation. The Patterson Research Institute has produced ten groundbreaking publications addressing the status and condition of various education sectors. The research agenda, priorities and activities of the Institute seek to address the most important and challenging educational issues confronting African Americans in the United States and abroad.

Specific Role

The Executive Director will oversee the overall operations of the Institute, establish the Institute's goals, and help to plan, develop, and direct research programs and initiatives that will support the Institute's mission. The Executive Director reports directly to UNCF's Chief Academic Affairs Officer. This official, a proven self-starter with an entrepreneurial spirit, will be responsible for the development of research initiatives as well as financial and administrative management of the organization as a whole.

Administration

The Institute traditionally has maintained a small staff and has worked collaboratively with colleagues in UNCF to accomplish its mission. As the incoming Executive Director develops a new research agenda, the staff and current organizational structure may need to be realigned to support these larger efforts. The culture of the organization has been

scholarly and collaborative. The current staff includes a Senior Research Associate, a Research Associate, and a Research Assistant. Historically, the Executive Director has served as the chief research officer, serving as principal editor and contributor for many of its publications. It is the intent of UNCF that the organization develops a new research agenda that better supports the policy efforts of UNCF and its external constituencies. The Executive Director and staff will work closely with external colleagues and institutions in an effort to leverage their work and establish a wider presence in public policy.

The Executive Director will work closely with the Advisory Board. The Executive Director and the Advisory Board together will engage in a strategic planning process that will frame the future intentions of the organization. The new Executive Director will be responsible for implementing a new vision for the organization that maximizes the impact of the Institute's research and policy efforts within the context of its mission. Therefore, the Executive Director must be a strategic thinker with a vision and a business plan for the Institute's continued success.

The Executive Director will review the administrative policies and practices of the organization with a goal of developing "best practices" for the organization. The Executive Director will ensure that appropriate policies and procedures are developed and implemented for responsive and client-based research management and operations, delivering proper staff training and development and providing leadership and direction for the organization in accordance with the objectives and policies of UNCF.

Communications/Marketing

The Executive Director will be responsible for creating research initiatives and opportunities to enhance the Institute's presence, image and visibility with policymakers in the local, regional, and national cultural landscape. This official maintains a visible presence in the educational and nonprofit community by presenting information about the Institute's programs and establishing a system for communication and information exchange with like institutions.

Fiscal Management

Fiscal responsibilities will include securing funding for the organization and rigorously managing its finances. While the Institute's endowment provides a core operating budget, it will become important to expand and diversify the organization's funding base. The incoming Executive Director will have demonstrated experience in business discipline and will possess the ability to innovatively develop the Institute's financial platform.

Major Objectives

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

- Lead and manage the staff professionally and efficiently in a manner that is consistent with the Institute's mission, vision, and values;
- Design and implement an effective plan that best utilizes the Institute's research to improve the educational opportunities and outcomes of African Americans and explores the potential for longitudinal studies;
- Develop a new five-year strategic plan and recommend it to the Advisory Board;
- Plan and implement marketing strategies to raise the profile of the organization;
- Broaden the funding base, develop new diverse streams of funding, ensure the efficient use of available resources, and provide leadership and direction in fiscal matters as they pertain to the organization and its mission.

Professional Qualifications

The following qualifications are preferred in the new Executive Director:

- An advanced degree from an accredited university;
- Significant experience working in the area of public policy;
- Able to plan, direct, and manage the operations, programs, and staff of a complex organization;
- Demonstrated experience in building organizations and institutions;
- Demonstrated experience developing and executing an external communications and marketing strategy;
- Proven self-starter and quick study who can work independently with a strong entrepreneurial spirit;
- Experience developing and managing budgets;
- Able to inspire and elicit support and cooperation from diverse constituencies;
- Able to fundraise and request money confidently from governmental, private, and corporate entities;
- Strategic thinker who is flexible and has sound judgment.

Personal Characteristics

The following characteristics are preferred in the new Executive Director:

- Passion and values that align with those of United Negro College Fund and the Institute's mission;
- A team-building, collegial approach to work;
- Drive, coupled with energetic, entrepreneurial leadership qualities;
- Superb verbal and written skills;
- Ability to build, strengthen, and maintain both internal and external relationships
- Healthy respect for colleagues, employees, and superiors;

- Goal-oriented, project-oriented, and achievement-oriented;
- Demonstrated excellence through achievement;
- Personal and professional integrity and honesty;
- A warm, personal style with a good sense of humor.

Compensation

The United Negro College Fund offers a competitive compensation package that is commensurate with experience.

Application

Please forward resumes and appropriate material immediately to:

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