

NICOLE K BATES, DrPH

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Profile

Executive leader and impact-driven strategist with 20 years of experience designing original portfolios, building cross-sectoral partnerships and activating public and political networks to generate support, policies and financing for health and development priorities – in the US and abroad. Experience in philanthropy, national government, multilateral agencies, non-profit and private sectors. Board member, faculty member, frequently invited guest speaker and expert advisor.

Experience

Director, Strategic Partnerships & Initiatives

February 2019 - present

Pivotal Ventures LLC

On behalf of the incubation and investment company founded by Melinda Gates, created and now lead team charged with building a well-resourced and active ecosystem of individuals and organizations working together to advance social progress.

- Work with philanthropists to scale their giving on areas of shared priority
- Identify and engage champions to shape the public agenda; partner with sector leaders to drive programmatic impact
- Develop a diversified portfolio of collaborative platforms including multi-million dollar investment vehicles
- In 2019 as senior advisor for strategy and planning, drove the definition and implementation of cohesive strategic and business operations frameworks for Pivotal's programmatic areas and assembled the strategic, legal, stakeholder and operational components central to a multi-year, \$1 billion initiative to expand women's power and influence in the U.S.
- Serve on programmatic and company leadership teams including focused work on company culture and strategic planning

Deputy Director, Multilateral Partnerships

October 2008 – February 2019

Bill & Melinda Gates Foundation

Supported foundation co-chairs' goal of accelerating progress in reducing preventable child deaths by leading the development and implementation of an original global advocacy & communications strategy focused on immunization and polio eradication.

- Advised foundation co-chairs on political and financing strategy through regular in-person briefings
- Coordinated multi-team efforts that leveraged the foundation's investments to generate more than \$15 billion in public and private financing via global replenishments to improve child health in the world's poorest countries
- Supervised team in strategy development and innovative grant making of a \$40 million annual portfolio
- Facilitated strategic partnerships with governments, NGOs, the private sector, global, regional and local partners to mobilize resources, influence policy, drive the public and political agenda and shape the sector architecture; oversaw process to develop a ten-year shared [agenda for action](#) endorsed by the governments of 194 countries
- Grew constituencies of support and influence in major political markets across North America, Europe, Africa and Asia
- Served as external voice on behalf of the foundation's priorities
- Member of senior leadership team across multiple program areas
- Staffed head of state-level engagements and served as sherpa/deputy for high-profile task forces

Senior Advisor, Office of Executive Director (secondment)

September 2016 – December 2018

UNICEF

Translated executive vision to increase the organization's global impact on child poverty, violence and disease by harmonizing and strategically activating advocacy, communications, fundraising, public engagement and brand assets across the agency.

- Director-level appointment with direct and matrix team management across six project areas
- Designed business model for new cross-organization portfolio, including governance, budget system, M&E framework and stakeholder engagement platform
- Guided development of integrated campaign strategies, including capacity building/training among staff
- Shepherded change management process across decentralized global organization
- Facilitated identification of shared priorities and subsequent engagement opportunities between colleagues representing technical program areas and those leading on external relations

**Director, Government Relations
Global Health Council**

June 2004 – October 2008

Led the Council's strategy for effective dialogue with policymakers and opinion leaders.

- Represented the interests of thousands of institutional and individual members from over 100 countries on public health priorities including HIV/AIDS, other infectious diseases and maternal-child health
- Created and convened domestic and international coalitions for child health, malaria
- Led advocacy to secure first dedicated [federal appropriations of \\$15 million](#) for neglected tropical diseases
- Represented Council in domestic and international forums, global partnership boards, private sector consultations, media interviews and policy negotiations
- Authored analyses of appropriations bills, policy guidance and legislation that were utilized by members, partner organizers and funders to inform their own engagement strategies
- Managed department staff

**Deputy Director, Public Policy
Center for Community Change**

September 2002 – June 2004

Worked with politicians, academicians and community leaders to identify policy options to advance domestic anti-poverty issues including tax/economic security, federal budget, community development, health care, and other social and economic issues impacting vulnerable families and children.

- Assisted in the establishment of the Public Policy Unit
- Facilitated candidate participation in 2004 Presidential community forum prior to state primary
- Managed Unit's budget and supervised staff

**Domestic Policy Fellow, Office of Edward M. Kennedy
U.S. Senate**

October 2001 – September 2002

Supported the Senator's legislative activity on issues under the jurisdiction of the Health, Education, Labor & Pensions Committee.

- On behalf of the Senator, met with Administration officials, dignitaries, issue experts, advocates and constituents
- Advised the Senator based on independent research and legislative analyses; drafted public Member statements
- Staffed committee hearings and meetings
- Contributed to drafting of legislative language and mobilized Member support for welfare reauthorization bill and introduction of [S.2566](#) (early care & education); managed oversight meetings for [S.1880](#) (minority health & disparities)

**Policy Analyst, Chronic Disease Center
U.S. Centers for Disease Control & Prevention**

July 2000 – October 2002

As Presidential Management Fellow, served as liaison to state & local agencies and the federal government (executive and legislative branches) on policy targets, budget and program performance pertaining to the nation's health.

- On behalf of the Office of the President, coordinated annual work plans of Center's operating divisions
- Identified program targets based on analysis on past and predicted appropriations
- Managed Center compliance with federal requirements including preparation of responses to congressional, public inquiries; served as Center focal point for multiple federal government performance protocols; and developed presentations for congressional briefings
- Managed agency relationship with State Chronic Disease Directors, Indian Health Service, minority institutions of higher education
- Elected leader of Presidential Management Fellow cohort

Education

DrPH, University of North Carolina at Chapel Hill, Health Policy & Leadership
MPH, University of North Carolina at Chapel Hill, Health Behavior & Education
BA, University of Virginia, Sociology (high honors)

Affiliations

Board of Trustees (vice-chair), Ron Brown Scholar Program
Board of Directors, 1,000 Days
Board of Directors, Global Citizen (2015-2019)
Adjunct Faculty, University of North Carolina at Chapel Hill (Gillings School of Global Public Health)
Affiliate Associate Professor, University of Washington (School of Public Health)