The George Washington University invites nominations and applications for a Provost and Executive Vice President for Academic Affairs who will marshal its internationally-recognized academic excellence, research, and citizen leadership as the university takes its place among the world’s premier institutions.

As GW’s chief academic officer, the Provost will report to the President of the university. The Provost will direct academic affairs, the student experience, and all research activities, and will oversee the university’s ten schools and colleges and its library system. The Provost has overall responsibility for the $800 million budget for the university’s academic enterprise.
MISSION STATEMENT

The mission of the George Washington University is to educate individuals in liberal arts, languages, sciences, learned professions, and other courses and subjects of study, and to conduct scholarly research, and publish the findings of such research.

Approved by the Board of Trustees on February 8, 2019.

UNTAPPED POTENTIAL

GW aspires to be a preeminent comprehensive global research university: the university has evolved into a top-tier research institution and is poised to take its place among the best research institutions in the world. With the President and the leadership team, the new Provost will guide the university on its path to preeminence.

Taking full advantage of its location, the university conducts research that advances discovery and influences policy while fostering research partnerships with nearly every U.S. federal agency and the...
world’s most influential scientific and technical organizations. GW’s cutting-edge basic and applied research programs span the sciences, public policy, engineering, arts and humanities, education, and the professional disciplines. Many of GW’s schools (most notably law and international affairs) and some programs, such as the Rehabilitation Counseling Program (#3 U.S. News and World Report) already occupy the top tier. Moreover, GW has made significant progress in sponsored research: its federal research expenditures have grown more than 50 percent since 2009 and totaled $148,369,000 for 2017.

The university has only begun to tap its large base of potential donors. GW has more than 290,000 alumni as of May 1, 2019; in FY 2018, approximately 21,600 people and organizations contributed $115,000,000 to the university. In 2017, GW completed its largest comprehensive campaign ever, raising more than $1 billion. GW has begun to develop a sustainable fundraising model that leverages the tremendous giving potential of our constituencies by engaging alumni, parents and friends.

The university’s campus location offers extraordinary access and opportunities to interact with and learn from the most influential leaders of our time. This is not hyperbole: GW regularly hosts U.S. Presidents, Vice Presidents and their families, Cabinet officials, Supreme Court Justices, Members of Congress, Nobel Laureates, current and former heads of state from around the world, journalists, artists, scientists and inventors, CEOs, and icons from practically every field of endeavor. GW is the only school in the nation to hold its commencement on the National Mall and has featured such speakers as President George H.W. Bush and First Lady Barbara Bush, First Lady Michelle Obama, New York City mayor Michael Bloomberg, award-winning actress (and GW alumna) Kerry Washington, and Apple Inc. CEO Tim Cook. In 2018 alone, GW hosted President Emmanuel Macron of France, Supreme Court Justice Ruth Bader Ginsburg, Black Lives Matter leader DeRay McKesson, cabinet secretaries and members of Congress.

While fiscal strength, research support, and the unique ability to routinely convene global leaders are crucial ingredients for achieving academic excellence, GW’s capacity to fulfill its aspirations depends primarily upon its capacity to attract world-class faculty and students who can challenge them every day. In recent years, GW has seen a sharp rise in its applicant pool, including more applicants from underrepresented groups. After deciding in 2015 not to require standardized test scores as part of its application, GW saw an unprecedented 29 percent increase in applications and admitted the most diverse class in the university’s history. In 2018, the university enrolled one of its largest classes in recent memory.

**STRATEGIC PLAN FOR THE THIRD CENTURY OF GW**

As the university approaches its bicentennial in 2021, the Provost will partner with President Thomas J. LeBlanc to develop and implement a new strategic plan that will guide the university as it enters its third century. GW’s current strategic plan, Vision 2021, calls for the university to become one of the preeminent urban research universities in the world, recognized for its excellence in selective areas that are primarily derived from existing programmatic strengths in teaching and scholarship.
Prior to serving as the 17th President of the George Washington University, Thomas J. LeBlanc was the executive vice president and provost at the University of Miami. Appointed to that position in 2005, he served as the Chief Academic Officer and Chief Budget Officer for the university and was responsible for overseeing and coordinating academic programs, as well as enhancing the educational mission of the university. Before his leadership roles at Miami, LeBlanc served as a professor in the Departments of Computer Science and Electrical and Computer Engineering and as Dean of the college faculty in the College of Arts, Sciences, and Engineering at the University of Rochester. His publications include writings on operating systems, parallel programming, and software engineering.

LeBlanc holds a Ph.D. and a master’s degree in computer science from the University of Wisconsin at Madison and a bachelor’s degree in computer science from State University of New York at Plattsburgh.
INSTITUTIONAL PROFILE

In the heart of the nation’s capital, the George Washington University was created by an Act of Congress in 1821. Today, GW is the largest institution of higher education in the District of Columbia and competes with some of the finest public and private research universities nationally.¹

The university offers comprehensive programs of undergraduate and graduate liberal arts study, as well as degree programs in medicine, public health, law, engineering, education, business, and international affairs. Each year, GW enrolls a diverse population of undergraduate, graduate, non-degree, and professional students from all 50 states, the District of Columbia, Federated States of Micronesia, Guam, Marshall Islands, Puerto Rico, Virgin Islands, and more than 130 countries.

The foundation of GW’s academic success is built on the belief that learning does not—and should not—end at the edge of campus. In fact, GW utilizes Washington, D.C. as an extended classroom unlike any university. GW’s faculty has formed decades-long working relationships with nearly every federal agency in America, as well as numerous multilateral groups, and the university’s campus offers unparalleled opportunities to interact with and learn from the most influential leaders of our

¹ “Market basket” schools are Boston University, Georgetown University, University of Miami, New York University, Northeastern University, University of Pittsburgh, University of Rochester, University of Southern California, Syracuse University, Tufts University, Tulane University, Wake Forest University.
time. Indeed, GW’s dynamic classroom experiences, highly collaborative, hands-on culture, deep commitment to service and real-world participation, and unrivaled connections to the world’s most influential institutions provides countless opportunities for both students and faculty to create new knowledge, transform policy that affects people in their daily lives, and change the world.

In effect, GW students don’t just participate in D.C. life, they stimulate it. Nearly 70% of undergraduates participate in internships or co-ops before they graduate, and last year, the GW community logged 703,331 service hours throughout D.C. and beyond. GW students also pursue their passions, share their diversity, and build community via more than 475 clubs and student organizations. Not least, GW Athletics counts more than 500 student-athletes competing in 27 Division I sports—including student-athletes from 36 different countries—and has seen its student-athletes graduate at a rate six percent higher than the NCAA average. Athletics isn’t just varsity competition at GW, though, as more than 1,000 students compete in 30-plus intramural sports, and the university’s health and wellness center can see in excess of 2,500 daily visitors looking for a workout. Suffice it to say, GW students know how to stay engaged.

GW currently enrolls approximately 28,000 students at all of its campuses in the District of Columbia and Virginia. Of these students, about 12,000 are undergraduates, 15,500 are graduate and professional students, and 500 are non-degree students. The schools and colleges include the Columbian College of Arts and Sciences; College of Professional Studies; the Elliott School of International Affairs; the Graduate School of Education and Human Development; the Law School; the Milken Institute School of Public Health; the School of Business; the School of Engineering and Applied Science; the School of Medicine and Health Sciences; and the School of Nursing.

Within the ten schools and other programs that fall within the jurisdiction of the person occupying this position are a total of approximately 3,600 employees, including more than 1,100 full-time (non-medical) faculty members.

THE COLLEGES AND SCHOOLS

COLUMBIAN COLLEGE OF ARTS AND SCIENCES

The Columbian College of Arts and Sciences (CCAS), the original college of the George Washington University, is home to all undergraduate and graduate programs in the arts and sciences, offering bachelor’s, master’s, and doctoral degrees. A rich and diverse arts and sciences curriculum, featuring broad-based general education offerings, is designed to strengthen students’ critical thinking and writing abilities through the study of various disciplines within the humanities, the social sciences, and the mathematical and natural sciences. The college is also home to the Corcoran School of the Arts and Design, the School of Media and Public Affairs, and the Trachtenberg School of Public Policy & Public Administration. The college offers more than 50 departmental or interdisciplinary majors, along with opportunities for pre-professional education in a variety of fields. At the graduate level, CCAS programs span a wide range of disciplines, supported by world-class research in many fields. The college also offers several nationally recognized professional-degree programs in areas such as museum studies, speech-language pathology, and psychology.
CCAS currently has 536 full-time faculty. In 2018, Dr. Paul Wahlbeck was named interim Dean of the college. Enrollment in CCAS during 2018 covered 5,484 undergraduate and 2,655 graduate students.

**SCHOOL OF BUSINESS**

Organized as the School of Government in 1928, the School of Business (GWSB) focuses on preparing individuals for leadership positions in both the national and international business communities. The school offers bachelor’s, master’s, and doctoral degrees. It is made up of eight departments, including Accountancy, Decision Sciences, Finance, Information Systems and Technology Management, International Business, Management, Marketing, and Strategic Management and Public Policy.

Dr. Anuj Mehrotra, whose research interests are in large-scale optimization and interdisciplinary applications, was named Dean of the school in 2018. The school currently has 122 full-time faculty. In 2018, GWSB enrolled 1,767 undergraduate students and 1,627 graduate students.
SCHOOL OF ENGINEERING AND APPLIED SCIENCE

The School of Engineering and Applied Science (SEAS) was organized in 1884 as the Corcoran Scientific School of Columbian University. Today, the school has six departments: Biomedical Engineering, Civil and Environmental Engineering, Computer Science, Electrical and Computer Engineering, Engineering Management and Systems Engineering, and Mechanical and Aerospace Engineering. SEAS offers undergraduate study leading to the degrees of Bachelor of Science (with majors in biomedical engineering, civil engineering, computer engineering, computer science, electrical engineering, mechanical engineering, and systems engineering) and Bachelor of Arts (with majors in applied science and technology and in computer science). The school also offers graduate study leading to the degrees of Master of Science and Doctor of Science and to the professional degrees of Engineer and Applied Scientist.

Dr. Rumana Riffat, a professor of civil engineering and member of the SEAS faculty since 1994, was named the interim Dean of the school in 2018. SEAS currently has 94 full-time faculty. In the 2018, the school enrolled 980 undergraduate students and 2,068 graduate students.

GRADUATE SCHOOL OF EDUCATION AND HUMAN DEVELOPMENT

Teacher education began at GW in 1904, and a teachers college was established within the university in 1909. The School of Education was established in 1928, and doctoral programs in education were first offered in 1933. The school became the Graduate School of Education and Human Development (GSEHD, pronounced “gee-shed”) in 1994. GSEHD is organized into five departments—Counseling and Human Development, Curriculum and Pedagogy, Educational Leadership, Human and Organizational Learning, and Special Education and Disability Studies—and offers the degrees of Master of Arts in Education, Master of Education, the Doctor of Education, Master of Education, Education Specialist, the Doctor of Education, and two PhD programs. In addition to its degree programs, GSEHD offers credit and noncredit workshops designed to meet the unique needs of metropolitan-area schools and school systems, organizational work settings, and mental health and rehabilitation settings.

Dr. Michael Feuer, professor of education policy, became Dean of the school in 2010. GSEHD currently has 75 full-time faculty and in 2018 enrolled 1,444 students.

ELLIOTT SCHOOL OF INTERNATIONAL AFFAIRS

The Elliott School of International Affairs (ESIA) traces its origins to the establishment of the School of Comparative Jurisprudence and Diplomacy in 1898. In 1966, the school separated from the School of Government, Business, and International Affairs to become an independent unit, the School of Public and International Affairs. In 1987, the name was changed to the School of International Affairs, and in 1988, the school was renamed in honor of Evelyn E. and Lloyd H. Elliott. (Lloyd Elliott was the president of the George Washington University from 1965 to 1988.)

ESIA offers bachelor’s and master’s degrees in a variety of fields designed to prepare leaders for an increasingly globalized society. Dr. Reuben E. Brigety II, who served as U.S. ambassador to the African Union, joined the Elliott School as Dean in 2015. ESIA currently has 69 full-time
faculty budgeted directly to the school but draws heavily on CCAS faculty in such departments as Political Science, Economics, Anthropology, and Geography. ESIA also employs some 103 part-time faculty who include foremost experts on foreign affairs. In fall 2018, the school enrolled 2,285 undergraduate students and 786 graduate students.

**LAW SCHOOL**

Established in 1865, the George Washington University Law School (GW Law) is the oldest law school in the District of Columbia. It was a founding member of the Association of American Law Schools (AALS) in 1900. The degree of Juris Doctor was established at the Law School in 1936. Today, the Law School is one of the top law schools in the country. It is ranked #22 on the U.S. News and World Report “Best Law Schools” list, has a strong national reputation for its teaching and scholarship, and it draws students from around the nation. Dean Blake Morant, who served as the President of AALS in 2015, recently completed his five-year term as Dean, and Christopher A. Bracey, GW’s Vice Provost for Faculty Affairs and Professor of Law, was named interim Dean of the school in May 2019. The school currently has 72 full-time faculty, supplemented by approximately 220 part-time faculty, who are drawn from government agencies, the judiciary, and prestigious law firms based in the nation’s capital. In 2018, the school enrolled 1,748 students.

**MILKEN INSTITUTE SCHOOL OF PUBLIC HEALTH**

The Milken Institute School of Public Health (SPH) was first established within The George Washington University in 1997 as the School of Public Health and Health Sciences. In 2014, the school was renamed the Milken Institute School of Public Health. Degree programs offered by the school include the Bachelor of Science (with majors in athletic training, exercise science, and public health); the Master of Public Health; the Master of Health Services Administration; the Master of Science (in the fields of exercise science, health policy, and public health microbiology and emerging infectious diseases); and the Doctor of Public Health. Seven departments form SPH: Environmental and Occupational Health, Epidemiology and Biostatistics, Exercise Science, Global Health, Health Policy, Health Services Management and Leadership, and Prevention and Community Health.

Dr. Lynn Goldman was named the Michael and Lori Milken Dean at Milken Institute School of Public Health in 2010. SPH currently has 138 full-time faculty. In fall 2018, the school enrolled 310 undergraduate and 2,118 graduate students.

**SCHOOL OF MEDICINE AND HEALTH SCIENCES**

Founded in 1824, the GW School of Medicine and Health Sciences (SMHS) was the first medical school in the nation’s capital and is the 11th oldest in the country. Working together with integrity and resolve, the GW SMHS is committed to improving the health and well-being of our local, national, and global communities. In 2018-19, the School enrolled 75 biomedical M.S. students, 64 biomedical doctoral students, 710 M.D. students, and 1757 students in the Health Sciences and provided clinical training for 452 residents and fellows in 41 accredited Graduate Medical Education
programs. SMHS also offers graduate biomedical research, education, and training through the Institute for Biomedical Sciences.

Dr. Jeffery S. Akman, Vice President for Health Affairs (VPHA) and Professor of Psychiatry and Behavioral Sciences, has been Dean since 2013. Total faculty in the SMHS in 2018 included 126 full-time basic science faculty, 1,016 clinical faculty, and 59 health sciences faculty. In addition, nearly 2,300 clinical and adjunct faculty support the teaching, service, and research missions of the School. The Faculty in the School is organized in 24 departments along the three following dimensions: Five Basic Sciences departments, 15 clinical departments in the MFA, and four Health Sciences departments. The GW Medical Faculty Associates (MFA), Children’s National Health System, the GW Hospital, and the DC VA Medical Center serve as clinical partners with SMHS.

SCHOOL OF NURSING

The newest of GW’s colleges and schools, the School of Nursing (SON) was established in 2010 to advance the science, practice, and policymaking aspects of the entire nursing profession. SON’s mission is to prepare nursing leaders and providers to improve the health of all people by leveraging its presence in the nation’s capital. SON invests in 21st century technologies to prepare high-quality educators, care providers, and researchers with program options for Bachelor of Science in Nursing (BSN), Registered Nurse Pathways, Master of Science in Nursing, Certificates, Doctor of Nursing Practice, and Ph.D. in Nursing. In 2018, the school enrolled 488 undergraduate students and 603 graduate students.

Dr. Pamela R. Jeffries was named Dean of the school in 2015 and is internationally renowned for her work in simulation education. As one of the top-ranked nursing schools in the nation, SON offers innovative educational programs led by top-tier faculty and supported by the latest in health care technology. SON currently has 79 full-time faculty, which are divided between the two faculty communities of Acute and Chronic Care and Policy, Populations and Systems. The school is also home to the Center for Health Policy and Media Engagement and the Center for Aging, Health and Humanities.

The school’s BSN program is located at GW’s Virginia Science and Technology Campus in Ashburn, Virginia, which is home to a state-of-the-art multimedia studio for online instruction and a 20,000-square-foot simulation center that prepares undergraduate and graduate students how to interact with and treat patients. The school also has a presence on GW’s Foggy Bottom Campus for research faculty and administration. All of SON’s graduate programs are located online with some on-campus experiences.

COLLEGE OF PROFESSIONAL STUDIES

The College of Professional Studies (CPS) was established in 2001 to offer unique programs and serve nontraditional students. CPS offers associate’s, bachelor’s, and master’s degrees and graduate certificates in fields ranging from legislative affairs and paralegal studies to sustainable urban planning and publishing. CPS is home to the Graduate School of Political Management, the Center for Excellence in Public Leadership, GW Cyber Academy, and the AT&T Center for Indigenous Politics and Policy. In addition to offering courses in Washington, D.C. and online, CPS operates
the university’s three main off-campus Learning Centers in Virginia (Alexandria, Arlington, and at GW’s Virginia Science & Technology Campus in Ashburn) and provides administrative and logistical support for the graduate education programs offered at those centers.

Dr. Christopher J. Deering was named interim Dean of the College of Professional studies in 2018. CPS has 22 full-time faculty and in 2018 enrolled 1,172 students.

THE CAMPUSES

The Foggy Bottom Campus, located four blocks west of the White House and three blocks north of the National Mall, has served as GW’s main campus since 1918. Encompassing 43 acres, the campus consists of more than 90 buildings, including recently constructed or renovated facilities such as the Science and Engineering Hall (SEH), the largest academic building dedicated to STEM (science, technology, engineering and mathematics) in the nation’s capital, the Milken Institute School of Public Health, the residence hall District House, and The George Washington University Museum & The Textile Museum. In addition, GW’s focus on sustainable buildings began in 2007 when the university pledged that all new buildings would meet the LEED Silver standard or better. Ten years later, GW has made good on the commitment: There are 12 LEED-certified buildings and three LEED-certified interiors on its campuses, including 12 Gold and one Platinum level. These projects incorporate energy- and water-efficient equipment, green roofs and rainwater reuse systems, among other sustainable features. A comprehensive campus plan will guide the development of the campus through 2025.

The university acquired 50 acres in Virginia’s Loudoun County in 1991 and established its Virginia Science and Technology Campus (VSTC) as a research and graduate education center. The campus now features seven buildings on 122 acres located in Northern Virginia’s high-tech corridor, with proximity to Dulles International Airport. VSTC is home to such several important research efforts, including the GW Autism and Neurodevelopmental Disorders Institute, the Center for Biomedical Sciences, the Center for Intelligent Systems Research, Colonial One (a high-performance computing cluster) and the Institute for Nuclear Studies-Data Analysis Center. The School of Business, Graduate
School Education and Human Development, and School of Engineering and Applied Science offer graduate programs on the campus. VSTC is also home to the first solar-power walkway in the world.

In 1998, GW affiliated with the former Mount Vernon College to establish the George Washington University at Mount Vernon College. The Mount Vernon Campus includes four main academic buildings, including the Eckles Library, a campus center, six residence halls, and athletic facilities. The academic offerings of the campus are fully integrated with those of the Foggy Bottom Campus, and students regularly take courses on both campuses.

**ACCREDITATION**

GW became a member of the Middle States Commission on Higher Education (MSCHE) in 1922. The last reaffirmation of accreditation status was completed in 2018, with a mid-point review slated for 2023.

The Law School is a charter member of the Association of American Law Schools and is approved by the Section of Legal Education and Admissions to the Bar of the American Bar Association. The School of Medicine and Health Sciences has had continuous approval by its accrediting body, which is currently the Liaison Committee on Medical Education, sponsored jointly by the American Medical Association and the Association of American Medical Colleges. The Milken Institute School of Public Health's programs have full accreditation from the Council on Education for Public Health.

All Bachelor of Science engineering curricula of the School of Engineering and Applied Science (excluding systems engineering) are accredited by the Engineering Accreditation Commission of ABET, Inc. The Bachelor of Science computer science curriculum is accredited by the Computing Accreditation Commission of ABET, Inc.

The Graduate School of Education and Human Development is a charter member of the American Association of Colleges for Teacher Education and is accredited by the National Council for Accreditation of Teacher Education and the state education agency—the Board of Education of the District of Columbia—for its eligible master’s, specialist, and doctoral degree programs. The master’s programs in school, clinical mental health, and rehabilitation counseling and the doctoral program in counseling are accredited by the Council for the Accreditation of Counseling and Related Educational Programs (CACREP).

The School of Business is a member of AACSB International—the Association to Advance Collegiate Schools of Business, which accredits its undergraduate and graduate business administration and accountancy programs. The programs in accountancy satisfy the educational requirements for the Certified Public Accountant and the Certified Management Accountant professional examinations.

The Elliott School of International Affairs is a member of the Association of Professional Schools of International Affairs.

The School of Nursing’s Bachelor of Science in Nursing (BSN), Master of Science in Nursing (MSN) and Doctor of Nursing Practice (DNP) are all accredited by the Commission on Collegiate Nursing Education (CCNE).
THE OPPORTUNITY

The Provost will serve as a strong partner to President Thomas LeBlanc in order to: maintain a transformative and ambitious agenda; move the university into the ranks of the top tier of preeminent global research institutions; complete the Vision 2021: A Strategic Plan for the Third Century of the George Washington University and initiate work on the Bicentennial Strategic Plan; foster relationships between GW and other research institutions within Washington and surrounding communities; honor GW’s commitment to be a good citizen in and of its city; integrate the work of academic units and enhance the collegial relationships among them; recruit preeminent scholars to join its world-class faculty.

The successful applicant will have: an earned terminal degree from an accredited university; substantial senior administrative experience at the level of dean (or equivalent) or higher; a distinguished record of scholarship and research; possess vision, integrity, creativity, energy, acumen, collegial, collaborative, and diplomatic skills; and will understand and appreciate the value of liberal arts, professional education, and scholarly research.

Additionally, the successful applicant will possess the following traits:

- Understanding of and commitment to shared governance
- Deep understanding of the role of research in top-tier institutions
- Experience in a university environment with multiple campuses and myriad complex budgets; will possess financial literacy and insight
- Commitment to, experience in, and urgency for advancing diversity in all its forms among faculty, students, and staff
- A consensus-builder, who will facilitate collaboration between GW’s diverse schools and colleges, leveraging traditional identity anchors (e.g. political science, law, international affairs) and emerging strengths (STEM).
- Experience in securing external grants and contracts
- Understanding of current trends in higher education, including assessment, and a history of making collaborative, data-based decisions
- A proven ability to assess and make necessary changes in organizational structure and responsibility
- Experience in and promotion of a student-centric environment
- Understanding and experience managing enrollment at undergraduate or graduate level
- A record of entrepreneurship with internal and external partners
- Experience in dealing with institutional and program accreditation
- Understanding of the intersection of academic and student experience in a comprehensive university
- Experience in strategic planning
- Demonstrated experience working with industry and government to secure grant and research funding or enhance understanding and implementation of policy.
TOWARD THE FUTURE—STRATEGIC PRIORITIES FOR THE NEXT PROVOST

CHAMPIONING THE DISTINCTIVE ASPIRATION AND STRATEGIC VISION OF THE GEORGE WASHINGTON UNIVERSITY

The Provost will be aligned closely with and will champion President LeBlanc’s aspirational vision for the George Washington University: “Framed by our nation’s capital and inspired by our namesake’s vision, we, the members of the George Washington University, aspire to preeminence as a comprehensive global research university.” Furthermore, the Provost will continue to assess the current strategic plan—Vision 2021: A Strategic Plan for the Third Century of the George Washington University and initiate the new Bicentennial Strategic Plan.

ADVANCING ACADEMIC VISION AND MISSION

GW continues in its upward trajectory to becoming a preeminent, comprehensive global institution with cross- and multi-disciplinary academic and research programs led by a collaborative team of highly-respected faculty. The Provost, in concert with the President’s vision and along with institutional leaders, faculty, and staff, will have an opportunity to shape a distinctive model for higher education. GW’s faculty are committed to maintaining a student-centered, intellectually stimulating curriculum, focusing on preparing GW graduates to be well-rounded world citizens and successful professionals. Accordingly, the Provost must have the experience and insight to provide passionate leadership and advocacy for GW as it pursues its core mission of academic excellence. Furthermore, the Provost will need to prioritize and manage expectations within an evolving fiscal climate and must also sustain progress through academic and research partnerships.

EMBRACING STEM INITIATIVES WHILE CONTINUING TO ADVANCE GW’S DISTINCTIVE ACADEMIC PROGRAMS

The current strength of the George Washington University lies in the breadth of opportunities afforded by a first-rate academic core grounded in the liberal arts and sciences, as well as those provided by highly regarded professional programs that engage the worlds of engineering, medicine, law, education, public health, business, arts and humanities, international affairs and policy. At the same time, opportunities are mounting for enhanced programs in the sciences, engineering, technology and mathematics (STEM). The Provost will work with the President, senior leaders, faculty and staff to seize new opportunities that may arise, particularly in STEM areas, while continuing to advance GW’s many distinctive programs.

FOSTERING STUDENT SUCCESS, INVOLVEMENT, AND ENHANCING THE STUDENT EXPERIENCE

The students of GW provide energy and innovation to help create and sustain a vibrant campus. In close collaboration with offices of Enrollment and the Student Experience, as well as Diversity, Equity
and Community Engagement, the Provost must oversee and foster an environment that cultivates student success both inside and outside of the classroom. The Provost is engaged with all phases of the student experience, from admissions to financial assistance to career services. Additionally, the Provost will be involved in student activities, both large and small, and help to build a strong sense of community within a primarily urban setting.

ADVANCING A COMMITMENT TO RESEARCH AND CREATIVE ACTIVITY

As a distinctive research university, GW is a place of discovery committed to the generation of new knowledge and related creative endeavors. Such activities are the underpinnings of academic excellence, enrich society and contribute to economic vitality. The Provost must have a proven record and clear understanding of academic research and creative excellence. Moreover, he or she must understand the needs of a complex research university and the important role of high-quality graduate programs to support research and creative activity. Working with the President and campus community to develop and implement a research vision, the Provost must expand research infrastructure and augment the overall research enterprise of the university. Finally, the 2014 addition of the prestigious Corcoran College of Art and Design to the GW Columbian College of Arts and Sciences provides a unique opportunity to embrace the original Corcoran mission to strengthen the creative arts.

VALUING VIBRANT AND DIVERSE FACULTY, ADMINISTRATION, STUDENTS, AND STAFF

The Provost will work with the vice presidents and vice provosts, as well as deans and department chairs to recruit and retain diverse and exemplary faculty, administration, students, and staff. The Provost will integrate and demonstrably promote university goals for diversity, equity, and inclusion, and will continue to recruit and retain an enthusiastic, diverse, and skilled team of academic leaders who will effectively contribute to and enhance the overall mission of GW.

TURNING IDEAS INTO ACTION

GW must respond thoughtfully to the challenges of changing demographics, shifts in the professional market in all its academic programs, changes in technology, and the constantly evolving needs of its students, both undergraduate and graduate. The Provost must work with the President, faculty, staff, and other senior academic administrators to help map and assess strategic and action plans to ensure that GW reaches its full potential. Particularly consequential in this regard will be initiatives that break down barriers—real and perceived—to encourage all constituencies at GW to work collaboratively toward common goals to build a strong institutional culture.

FOSTERING EXCELLENCE

The strength of GW begins with the quality of its faculty, staff, and students. The Provost must commit to an environment of inclusion, equity, and transparency, which should increasingly involve faculty, staff, and students as partners in decision-making processes as they help to set and meet the highest
standards. The Provost will be an enthusiastic spokesperson for GW and the President’s vision with internal and external constituencies while continually advancing GW’s mission and its innovative academic and research programs.

**PLANNING FOR CAMPUS FACILITIES**

To create safe and productive environments within its multiple campus locations, the Provost will work with campus colleagues to ensure effective strategic facilities planning, support, and safety. Opportunities may exist for improved development and use of facilities using efficient, proven, innovative, ADA accessible, secure, and environmentally sound technologies to ensure that campus facilities continue to nurture the growth of the university in the future.

**NUITURING RELATIONSHIPS AND ENTREPRENEURSHIP**

Reflecting the President’s vision, the Provost will participate on national and regional boards, develop alliances with local organizations and businesses, and foster positive relations with foundations, granting agencies, and university alumni.

**STRENGTHENING GRANTS AND PHILANTHROPIC DEVELOPMENT**

The Provost will need to collaborate with the President and the university’s development team to build a robust framework to support capital, academic, and research initiatives. This will involve planning with faculty, senior administrators, staff, alumni and other partners to establish fundraising priorities, identify friends and donors, and encourage their engagement and support of GW initiatives and programs. Moreover, as GW is surrounded by myriad federal funding agencies, the Provost will need to work collaboratively with the deans and their faculty colleagues in developing distinctive opportunities for additional research dollars and entrepreneurial partnerships.

**ENSURING INVOLVEMENT AND TRANSPARENCY**

The steady and substantial growth of the institution during the past decade has affected the campus in myriad ways. The Provost has a shared responsibility for ensuring broad and effective engagement and transparency in decision making processes, as well as nurturing collaborative and team-based efforts to benefit the university as a whole. Accordingly, the Provost will advance an effective shared governance model consistent with the institution’s mission, history, and future direction.

**BUILDING A BRIGHT FUTURE FOR THE GEORGE WASHINGTON UNIVERSITY**

To be successful at GW, it is vitally important that the Provost be an ethical, compassionate, creative, communicative, and energetic leader who can join forces with the President, and all constituencies, internal and external, to lead the academic and scholarly activities of GW toward their full potential. Personal integrity and a collegial style are critically important to success in the GW campus culture.
NOMINATION AND APPLICATION PROCESS

Dr. Roderick J. McDavis, Dr. Sally Mason, and Dr. Garry W. Owens—all representing AGB Search—will be assisting the George Washington University Provost and Executive Vice President for Academic Affairs Search Committee. Prospective nominators or potential candidates are encouraged to contact any of the consultants directly by email prior to submitting materials.

Application materials must be submitted electronically and should include: 1) a letter of interest that addresses specifically how the candidate’s experiences and qualifications intersect with GW’s qualifications and listed strategic priorities outlined in the position profile; 2) a curriculum vitae; and, 3) the names, addresses, telephone numbers, and email addresses of five references for future contact—please also include your professional relationship with each reference listed. No references will be contacted without prior permission granted by the candidate. All candidate names will remain confidential. Application and nomination materials should be submitted electronically by the target date of July 5, 2019 to: GWProvost@agbsearch.com

Further information about the George Washington University may be found at provostsearch.gwu.edu

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