



**An Invitation to Apply for the Position of
Vice President for Research
The George Washington University
Washington, DC**

THE SEARCH

The George Washington University (GW) invites experienced, innovative individuals to apply for the position of Vice President for Research (VPR). In a newly created role, the VPR will lead all aspects of the strategic and operational development of the University's research enterprise, including in its Medical Center. She/he will report to GW's new President, Steven Knapp, former Provost at Johns Hopkins University, through the Executive Research Oversight Committee and will be a member of the senior leadership team.

Spanning nine schools, 85 centers and institutes, and a campus in Northern Virginia, research at GW is broad with significant strengths in a range of areas that reflect the University's valuable location in the nation's capital. Research activity expands steadily and the VPR will facilitate cross-school collaboration and interdisciplinary undertakings as well as establish partnerships between the University and the national laboratories, federal and state agencies, and private corporations that surround GW. This individual is charged with raising the profile of the University through these partnerships, enhancing GW's role as a trusted source of expertise for many of the nation's most important institutions.

Located in Washington, DC, GW is a private institution consisting of approximately 1,100 full-time faculty members, 10,500 undergraduate students, and approximately 13,000 graduate and professional students. Few universities of this size have the number of majors, the range of learning opportunities such as internships, the access to academic resources, and the well-connected faculty that GW offers.

The new VPR position is an uncommon opportunity to shape a cohesive, robust research strategy, and the operations enabling it. The successful candidate will have an earned doctorate, scholarly credentials demonstrating notable accomplishment at the level of full professor; a significant record of administrative leadership at the level of department

chair, center director, or above; and fluency with the issues of sponsored research policy and compliance. Bringing a record of entrepreneurialism, far-sighted planning, creativity, and collaboration at the university-level, she/he will elevate a solid research enterprise into one marked by eminence and strength across GW's disciplines.

The University has formed a thirteen-person search committee that will review applications, screen candidates, and conduct initial interviews. The search committee will recommend a small number of highly qualified candidates to the President for consideration.

Isaacson Miller, a national executive search firm, has been engaged to assist with this important search. Inquiries, nominations, and applications should be directed in confidence as indicated at the end of this document.

The University and its Mission

The George Washington University seeks to become one of the preeminent urban research universities in the nation and the world, recognized for its excellence in selected areas that are primarily derived from existing programmatic strengths in teaching, scholarship, and externally-funded research across the disciplines. Competing with some of the finest public and private research universities nationally¹, GW is a comprehensive university with broad responsibility for education at both the undergraduate and graduate levels. The inextricable link between teaching and research is reinforced throughout the University and is a crucial element in the statement of the research mission of GW.

The University's main campus is in downtown Washington, DC, three blocks to the west of the White House. The campus, encompassing approximately 43 acres, consists of 111 academic, research, administrative, dormitory and student services buildings. The Foggy Bottom-GW station of the Metrorail rapid transit system is located on the University campus. The Kennedy Center, State Department, and Washington central business district are all within a short walking distance.

The George Washington University at Mount Vernon College is located on a 26 acre wooded campus in the prestigious Foxhall Road area of northwest Washington, DC, next to historic Georgetown and just fifteen minutes by shuttle from the university's main campus.

The University's Virginia Campus is located in Loudoun County, near the community of Leesburg. It is approximately 27 miles northwest of the main campus. The Virginia Campus is comprised of approximately 100 acres. The focus of the Virginia campus is research activity and special graduate programs.

¹ "Market basket" schools are American University, Boston University, Duke University, Emory University, Georgetown, New York University, Northwestern, Southern Methodist University, Tufts, Tulane, University of Miami, University of Southern California, Washington University in St. Louis.

The University has a proud and long tradition. In 1821 the United States Congress chartered the George Washington University to become the embodiment of George Washington's vision of a great national university in the nation's capital. The concept of a large and urban institution began to evolve early in the College's history with the addition of medicine in 1825 and law in 1826. In 1904, Columbian University became The George Washington University by an Act of Congress. The University has grown into a major urban university and center for intellectual inquiry and research consisting of the Columbian College of Arts and Sciences (which includes the Schools of Media and Public Affairs and Public Administration and Public Policy), the Elliott School of International Affairs, the School of Engineering and Applied Science, the School of Business, the Law School, the Graduate School of Education and Human Development, the School of Medicine and Health Sciences, the School of Public Health and Health Services, and the College of Professional Studies.

A university moving ahead

In 2003, the University Adopted "Sustaining Momentum, Maximizing Strength," a strategic plan for academic excellence after considerable planning and substantial faculty involvement. The plan sets six major goals that will lead to achieving GW's academic vision. These goals include moving GW solidly into the ranks of first-tier educational institutions through quality undergraduate programs and selected top-ranked graduate programs, especially at the doctoral level; strategically expanding graduate professional education; enhancing facilitation of faculty scholarship and research growth; continuing the development of a strong sense of community; strengthening academic and business infrastructure; and maintaining a strong financial base.

On August 1, 2007, Steven Knapp became GW's 16th President. In his previous role as Provost at Johns Hopkins University, Knapp played an instrumental role in the continued success of one of the largest research universities in the world. Advancing GW's research agenda is one of President Knapp's top priorities. The University aims to attract additional federal funds that will place it firmly among the top 100 U.S. research institutions.

RESEARCH

In the past 50 years, GW has evolved from a well-respected regional university for professional and graduate education into a highly acclaimed undergraduate university as well. Now it is poised to take its place among the best research institutions in the nation and the world. The University's cutting-edge basic and applied research programs span the sciences, public policy, engineering, arts and humanities, education, and the professional disciplines. GW has made significant progress in the areas of sponsored research growing from \$55 million in FY 97 to \$142 million in FY 07. NSF funding was \$5.6 million; NIH was \$65 million; other federal agencies were \$32 million; with other sources: at \$40 million.

Faculty actively pursue external support for their research endeavors. In the 2005-06 academic year, faculty submitted 871 proposals to funding agencies, requesting \$443.8 million in support, compared to 797 proposals in 2004-05. In FY 07, \$160 million in new awards were received. GW's research enterprise is visible as well in the number of revenue-producing licenses and patents held by the faculty.

The George Washington University Medical Center (GWUMC) consists of the School of Medicine and Health Sciences, the School of Public Health and Health Policy, the Medical Faculty Associates, and the GW University Hospital. Research in the GWUMC continues to grow and stands at \$45 million, up from \$38 million in 2002, with NIH sponsoring the majority of awards. Strengths include genomics, regenerative medicine, neuroscience, HIV/AIDS, vaccine development and health policy. Two recent multi-million dollar donations have established the McCormick Genomics Center and the Cheney Cardiovascular Institute, providing substantial funding for pilot research projects within GWUMC. The SPHHS accounts for one-third of total GWUMC extramural funding. The University's Biostatistics Center is an important contributor to research at GW, contributing over \$40 million in research expenditures annually² including the third largest single NIH award in the country.

In 2003, the University identified seven areas for Signature Programs that capitalize on existing strengths and GW's important location:

1. Human evolution, a project combining the medical and anthropological faculties to address the areas where "human development and the molecular basis of development intersect."
2. Political science, with the intention of increasing the stature of the department to "one of the nation's premier departments."
3. Biomedical engineering, with the goal of combining the efforts of the engineering, computer science, and medical faculties to improve patient quality of life and reduce the cost of health care to citizens.
4. Transportation safety and security, to become "one of the top in the nation" in addressing transportation safety and security.
5. The Sigur Center tasked with implementing the "quality and international visibility" of the University's Asian studies program.
6. Public Policy and Administration, with the goal of enhancing academic excellence in education and research on policy making, policy analysis, and public service.
7. History, with the goal of becoming a premier department focused on undergraduate and doctoral education in history.

Between 2003 and 2008 the institution and its schools committed more than \$10 million to support research in the signature areas. The foci, accelerated by the University's interdisciplinary ethos, have real momentum. The University's centers and institutes—most of which align with the seven Signature Programs—have contributed significantly to the quality and level of research at GW. For example, extramural funding levels for

² Note the funding for the University's Biostatistics Center is not included in the Medical Center research expenditures since the Biostatistics Center reports to the University's Chief Research Officer.

the George Washington Institute of Public Policy (GWIPP) have tripled in three years. The Institute for Biomedical Engineering turned preliminary research data—the initial stages of which were supported by a University research fund—into a four-year, \$2.8 million NIH award.

More broadly, an increase in the number of centers and institutes, 52 in 1997 to 85 in 2007, have played an important role in expanding research at GW. Chartering a center or an institute can happen quickly, allowing faculty with similar interests and expertise to respond rapidly to an evolving area of scholarly activity and secure extramural funding. An example is the Institute for Proteomics Technology and Applications that involves researchers from the School of Medicine and Health Sciences and departments of chemistry, biology, physics, and computer science who collaborate on one of the University's most significant research initiatives. Faculty brought the institute to fruition in response to funding sources growing in the field and it has received sizable support from the Howard Hughes Medical Institute and the NSF. In 2007 it was renamed the W.M. Keck Institute for Proteomics Technology and Application in response to a \$1.5 million award from the W.M. Keck Foundation.

Organization

In the fall of 2005, GW reorganized its sponsored research infrastructure. The outcome is an administrator solely responsible for University-wide research. In 2008 this role was elevated to a cabinet level position and renamed Vice President for Research. The VPR oversees a substantially upgraded and revamped Office of the Chief Research Officer (OCRO) consisting of 57 staff. OCRO supports faculty by assisting them in finding sources of funding, providing the final institutional signature on proposals; in negotiating terms and conditions for grants, contracts, subcontracts, and other award mechanisms; and in dealing with external sponsors' administrative representatives. The reorganization includes a new officer for training and compliance.

The VPR reports to the President through the Executive Research Oversight Committee (EROC). Chaired by Donald R. Lehman, Executive Vice President for Academic Affairs, the EROC includes John F. "Skip" Williams, Provost and Vice President for Health Affairs, Louis Katz, Executive Vice President and Treasurer, and Beth Nolan Vice President and General Counsel. The VPR is also a member of the EROC. Created in the 2005 reorganization, the EROC provides research oversight and guidance at the University level.

Since the reorganization, the office of research has moved aggressively to improve resources in many areas such as bolstering services and creating additional administrative positions within the schools as well as an officer for training and compliance. The research services website has been upgraded substantially and PI training is now a more central mission of the office. Still, opportunities exist to continue to improve services in reducing bureaucracy and contributing to build research staff.

Looking ahead

Expanding research is among the central priorities for GW and its new President. In February 2008 President Knapp elevated the chief research officer role to a cabinet level position and allotted an initial additional \$5.4 million for support of research activities. Allocated over a three-year period beginning July 1, 2008, the recurring funds will support improving the administrative infrastructure to help faculty members secure external funding for research and scholarship, growing the University Facilitating Fund and Research Enhancement Fund, and creating a special Chief Research Officer's Startup Fund to help seed new research undertakings.

The University plans to build a new \$250 million state-of-the-art science and engineering building, an exciting project that promises to be transformative, not just for the sciences at GW but for the university as a whole. The timetable established for the project has the building completed and online in 2012. Deans of the College of Arts and Sciences and the School of Engineering and Applied Sciences, along with members of their faculties, will actively participate in planning to ensure collaborative programs and usage across these schools and the School of Medicine and Health Sciences.

With this support from the University, the VPR position is an opportunity to provide, for the first time at GW, an institution-wide framework and strategy and build the infrastructure for the University to realize its potential as a major research university.

CHALLENGES FOR THE VICE PRESIDENT

As George Washington University significantly enhances the resources available to support research, it will also elevate its senior research office to the vice presidential level. The inaugural Vice President will be in a position to significantly impact the direction of research at the university as the capacity for research grows quantitatively and qualitatively. The successful candidate will face many challenges and opportunities. These include:

Working with the University community to produce cultural changes that will lead towards George Washington University's vision for the growth of and capacity for research.

The campus anticipates that the Vice President will serve as a change agent, providing motivation and encouraging an understanding that the development of new knowledge is critical for the future as the University moves into a leadership position among institutions of higher education. The VPR will work with the faculty governing structure to establish reward systems that will set appropriate incentives for faculty to encourage activity in research and creative scholarship.

Building partnerships between the University and national laboratories, federal and state agencies, and private corporations.

The Vice President will lead the effort to communicate, especially to national laboratories and federal agencies, that George Washington University is the place where agencies should turn when they have a research problem to solve. The current connections that faculty in many disciplines have with these agencies are excellent. The work of the university in policy arenas across many disciplinary areas is already established. The challenge is to use the work and reputation of individual faculty to establish GW as the trusted resource to which individual agencies turn to explore solutions.

Strengthening the research infrastructure of George Washington University.

The institution has exhibited tremendous growth of sponsored research over the last decade. There is consensus that the administrative structure to handle the volume of pre and post award administration needs to be enhanced to handle the current load and future growth. The Vice President will be expected to advocate for changes that strengthen research administration both centrally and across the campus so that it strongly supports faculty research activity. In addition, as research expands, especially in the sciences, the VPR will be actively involved to insure that the facilities and other resources necessary to support research grow appropriately.

Ensuring that communications and incentives create a bridge that enhances interdisciplinary work.

The Vice President will be expected to foster collaborative research and interdisciplinary initiatives, especially encouraging the development of linkages between the basic disciplines and the professional schools, including the medical center. Working closely with the deans, departments, centers, institutes and faculty, the vice president will establish a sustainable model for interdisciplinary programs. S/he will work with the Executive VP for Academic Affairs in the prioritization of signature programs, including the establishment of research centers and institutes. As the Northern Virginia Campus continues to develop, the VPR will work closely with the Chief Academic Operating Officer at that campus to bolster the facility's capacity for research.

Reviewing the entire existing research enterprise at GW and setting priorities for growing research.

The research enterprise has significant unrealized potential, presenting the VPR with a key opportunity to assess and set priorities to best serve the University. Faculty are at the heart of a robust research environment and the VPR, working with the deans, will support the University's ability to recruit and retain faculty, other researcher scholars, and students. As part of the Vice President's effort to further develop income streams to support the research enterprise, s/he will strengthen the University's intellectual property and commercialization infrastructure.

Provide students with an opportunity to participate in and understand research as part of their education and to understand the importance of creating new knowledge.

The VPR will work closely with the Associate VP for Graduate Studies and Academic Affairs and with the deans to develop strong integration of the graduate programs and student research. In addition s/he will work with the deans and undergraduate program directors to enhance and develop the undergraduate research environment, including involving students in research on campus and, through internships, in the many research facilities available throughout the region.

QUALIFICATIONS AND EXPERIENCE

In order to meet the challenges that have been set forth, the University seeks an experienced individual who will have many of the following qualifications:

- A significant record of administrative leadership at the level of department chair, center director, or above
- A demonstrated commitment to transparency and openness in communication
- Proven ability to build trust and collaborate with faculty from a range of disciplines
- Familiarity with major areas comprising research administration and organization at the University level
- Strong interpersonal skills
- A notable record of research accomplishment
- Ability to work with the EVPAA in order to set priorities and move deans, chairs, and center/institute directors towards shared goals and priorities
- A demonstrated record of supporting diversity
- Understanding of the need to work with the development office in seeking funds from individuals and both philanthropic and corporate foundations
- A record of cementing partnerships with a range of stakeholders within an institution and beyond
- An understanding of, and support for, research across all disciplines at GW
- Strong persuasive skills
- Ability to bring the right people together to foster innovative interdisciplinary work

TO APPLY

Please send all nominations and applications electronically to:

evpaa@gwu.edu

c/o

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For any questions or to discuss the position, please contact Michael Baer, Vice President and Director or Philip Jaeger, Managing Associate at Isaacson, Miller. 202-216-2276.

The George Washington University is an equal opportunity, affirmative action employer and is strongly committed to diversity; women and minorities are especially encouraged to apply.