

The George Washington University Dean of the School of Business Position Profile

February 2010



Ric and Dawn Duquès Hall, Home of the GW School of Business, Opened in January 2006

Introduction

The George Washington University invites nominations and applications for the position of Dean of the School of Business. The University seeks an innovative, forward-thinking individual to provide strategic leadership and promote excellence in all aspects of the School's activities. These include graduate and undergraduate education, sponsored research, faculty and staff recruitment and development, fundraising, career management, and the cultivation of strong relationships, with alumni and with the unique array of national and international businesses and organizations, federal agencies and think-tanks based in Washington, D.C.

The George Washington University

The George Washington University seeks to become one of the preeminent urban research universities in the nation and the world, recognized for 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 nationally, 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 has a long, proud 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 University's history with the addition of medicine in 1825 and law in 1826. In 1904, Columbian University was renamed 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 School of Media and Public Affairs and the Trachtenberg School of Public Policy and Public Administration), 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 (which includes the Graduate School of Political Management).

Strategic Plan for Academic Excellence

In 2003, the University adopted "Sustaining Momentum, Maximizing Strength," a strategic plan for academic excellence after considerable planning and substantial faculty involvement. The intention of this plan is to create core areas of excellence that build on and expand existing programmatic strengths in order to establish GW as one of the preeminent, comprehensive research universities, recognized for its distinctive quality and achievement in these selected areas. The plan calls for the University to:

- Move solidly into the ranks of first-tier educational institutions through quality undergraduate programs and selected top-ranked graduate programs, especially at the doctoral level;
- Move into the ranks of top-tier research institutions through continued cultivation of faculty scholarship and research;
- Solidify, strengthen and strategically expand graduate professional education; including programs that meet the needs of mid-career and continuous learning audiences;
- Continue to develop a strong sense of community;
- Strengthen the infrastructure, including the University's libraries, technology resources, and business service operations, to support excellence in the academic enterprise; and
- Maintain a strong financial base.

Today, GW is the largest institution of higher education in the District of Columbia, with a global reach. The University has more than 20,000 students from all 50 states, the District and more than 130 countries, who study a rich range of disciplines: from forensic science and creative writing to international relations and computer engineering.

US News and World Report ranks GW 53rd among national universities. The institution's strength is reflected in its 37% selectivity rate at the undergraduate level. Two-thirds of students in the class entering in Fall 2009 placed in the top 10 percent of their high school class, while the class as a whole had average SAT scores of 650 quantitative and 640 verbal.

With approximately 1,100 full-time faculty members and an endowment of over \$1 billion, the University seeks to build on the excellence of its undergraduate education, the particular opportunities provided by its geography, and the outstanding reputations of its programs in key areas, including international affairs, law, and business.



Campuses

The Main Campus

The University's Foggy Bottom campus is a spectacular asset, located in the heart of downtown Washington, DC, just three blocks to the west of the White House. The campus, encompassing approximately 43 acres, consists of a hospital and 111 other academic, research, administrative, residence-hall, and student services buildings. The Foggy Bottom-GW station of the Metrorail rapid transit system is located on the University campus and provides access to the full network of the DC Metropolitan Area. The Kennedy Center, State Department, and Washington central business district are all within a short walking distance. A comprehensive master plan will guide the development of the campus through 2025.

Virginia Science and Technology Campus

The University's Virginia Science and Technology Campus (VSTC) 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 located in Northern Virginia's high-tech corridor, with proximity to Dulles International Airport, and is home to such important research efforts as the National Crash Analysis Center, the Center for Nuclear Studies, and the Center for Intelligent Systems Research. The focus of the Virginia campus is research and technology activity and selected graduate programs. The Schools of Business, Education, and Engineering offer graduate programs on this campus.

Mount Vernon Campus

In 1998, GW affiliated with the former Mount Vernon College to establish The George Washington University at Mount Vernon College. This is 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 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 Mount Vernon campus are fully integrated with those at Foggy Bottom, and students regularly take courses on both campuses.



Institutional leadership

Steven Knapp became the 16th president of The George Washington University in August 2007. A distinguished scholar of English literature and literary theory with nearly 30 years of experience in higher education administration, Dr. Knapp previously served as provost and senior vice president for academic affairs at The Johns Hopkins University, as Dean of Arts and

Sciences at Johns Hopkins, and as Chair of English at UC Berkeley. He earned his bachelor's degree from Yale University and did his graduate work at Cornell University. As President, Dr. Knapp's priorities include enhancing GW's research profile, increasing external research funding for faculty, enhancing the University's partnerships with organizations and agencies throughout the capital, addressing the affordability of higher education, and strengthening connections with

the worldwide community of GW alumni. Dr. Knapp serves on the Boards of the National Symphony Orchestra and the Greater Washington Urban League. He is a member of the executive committees of the Council on Competitiveness, the Atlantic-10, and the Federal City Council. He serves on the cabinet of the *Chronicle for Higher Education* and is a member of the Economic Club of Washington and the Committee for Economic Development. 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.

The University is in the final stages of its search for a Provost and successor to Executive Vice President for Academic Affairs and George Gamow Professor of Physics Don Lehman, who is retiring after 38 years at the institution. Dr. Lehman first came to GW in 1965 as a doctoral student in physics and returned as an assistant professor in 1972. A noted theoretical physicist, he chaired GW's Department of Physics from 1987 to 1993 and served as the founding director of its Center for Nuclear Studies from 1990 to 1993. He was appointed associate vice president for research and graduate studies in 1993. From 1996 to 2002, he was the University's vice president for academic affairs. He was promoted to his current position in January 2003.

The School of Business – “At the Center of It All”



The George Washington School of Business (GWSB) was born in a spirit of innovation.

You might say it's our oldest -- and proudest -- tradition. For 82 years, we've stood on the cutting edge of bold new ideas. Today, that's still where you'll find us: creating and building for a new century.

In 1928, the School was founded on the idea, new for its time, that business and government might become partners in promoting national prosperity and international development. Beginning with a \$1 million endowment from the League of Masonic Clubs, GW President Cloyd H. Marvin established what was known as the School of Government, with degree programs that integrated business and politics on the national and international levels.

In the ensuing years, change came rapidly. In 1960, the School was renamed the School of Government, Business, and International Affairs. Then, in 1966, President Lloyd H. Elliott split

its faculties into a new School of Government and Business Administration (SGBA) and a School of International Affairs -- which today bears President Elliott's name. The SGBA was renamed the School of Business and Public Management in 1990. Then, in 2004, it became the George Washington School of Business (GWSB).

Throughout its history, GWSB has attracted some of the nation's most outstanding leaders from academia, government, and the business world. In 1992, F. David Fowler, a managing partner of KPMG Peat Marwick, became dean of the School. Dean Fowler was succeeded in July 1998 by the current Dean, Susan M. Phillips. A former member of the Board of Governors of the Federal Reserve System, Dean Phillips brought to the School her expertise in such specializations as derivatives, bank supervision, and financial management.

Today, GWSB prepares individuals for leadership in the global business community. The School's undergraduate- and graduate-level business programs are strong and well-regarded, with rankings in the top 50 from *U.S. News and World Report*, *Business Week*, and *Financial Times* (for U.S. programs). GWSB prides itself on offering students flexibility in their programs of study, and offers particular strengths in international business, finance, and entrepreneurship/small business. The School has been accredited by the Association to Advance Collegiate Schools of Business (AACSB) for over 30 years, and recently completed a successful re-accreditation review.



5th Worldwide for International Programs



13th Worldwide



38th Undergraduate Business Program



2nd in Greatest Opportunity for Women

GWSB currently enrolls approximately 1,600 undergraduate students and 1,900 graduate students. (Listen to their stories on the student pages of our undergraduate and graduate sites: business.gwu.edu/ugrad/video/profiles.cfm -- <http://business.gwu.edu/grad/video/students/> . Degrees available at the undergraduate level include bachelor's degrees in accountancy and business administration, and two, five-year dual-degree programs leading to a master's degree in tourism administration or a master of science in information systems. Over the past two years, both the undergraduate and graduate curricula have been renewed with an emphasis on academic

rigor and a global worldview. Over 40 percent of our undergraduate students study abroad and 100 percent of our full-time MBA students complete a foreign residency. At the undergraduate level, a language or cultural studies requirement was added.



At the graduate level, GWSB offers a range of MBA programs, including full-time, Global MBA (an internationally-focused program with residencies in Latin America, India, China and Europe), accelerated MBA programs, and an executive MBA. It also offers a unique collection of specialized master's degree programs: Master of Science in Finance, Master of Science in Information Systems Technology, Master of Science in Project Management, and Master of Tourism Administration. The latter two-degree programs are also offered through distance education. The School also offers a Doctor of Philosophy in the field of business administration.

World-class Research and Faculty

The School of Business has an internationally renowned, research-active faculty <http://business.gwu.edu/video/faculty/>, from 74 countries in all, who bring expertise as both scholars and practicing professionals and business executives. The faculty's commitment to scholarship was recognized recently with a 38 level jump in its research ranking by the Financial Times from 98th to 60th worldwide. The nearly 130 full-time faculty members are organized into nine departments: Accountancy, Decision Sciences, Finance, Information Systems and Technology Management, International Business, Management, Marketing, Strategic Management and Public Policy, and Tourism and Hospitality Management.

Research is the cornerstone of the School, and GWSB is committed to continuous improvement and growth in the School's research efforts. GWSB houses 11 research centers and institutes <http://business.gwu.edu/research/centers.cfm> and is continuously examining new initiatives in cooperation with the University.

Outstanding Facilities

In January 2006, the School of Business opened its new building complex, including the newly constructed Ric and Dawn Duquès Hall and the renovated Norma Lee and Morton Fungler Hall. These state-of-the-art spaces comprise approximately 236,000 square feet, and provide students, faculty, and staff with a unified center for study and career development activities. The complex features 27 new high-tech classrooms, a market-research, focus group room with a two way mirror, a behavioral lab, a comprehensive career services center, office space for approximately 300 faculty and staff, breakout rooms, and faculty and student lounges. One of the most

exciting features of the new building is the state-of-the-art Capital Markets Trading Room where both undergraduate and graduate students manage real-money portfolios through the generosity of our donors and university support. It features software and financial information systems for financial modeling, trading and portfolio management.



F. David Fowler Career Center

The Career Center <http://business.gwu.edu/careercenter/> has been instrumental in advancing the mission of the School through leading-edge career management programs. In collaboration with students and academic programs, the Center is embedding life-long career management into the culture and curriculum, preparing students for future careers through internships and mentoring, helping our graduates and alumni achieve their full career potential, enhancing the School's reputation among ranking agencies and peer institutions, and forging lasting partnerships with the employment community.

Dedicated Staff

GW is the second largest employer in Washington, DC. GWSB's ninety-two dedicated people, are the reason the School was ranked by U. S. News and World Report as one of the best administered schools in the country. Many of the staff are students or alumni of the school, or

have family members attending the School of Business. The staff are among the most generous donors to the School.



Milestones

Retiring Dean and Professor of Finance Susan M. Phillips has served in her current role for a dozen years. Here's a snapshot of the School's major milestones since 1998:

- In 1998, GWSB was un-ranked; we are now solidly in the top 50 with a goal of being in the top 25 in the next five years.
- The School was dispersed throughout eight buildings with limited facilities; it is now in the new, state-of-the-art building described above.
- Our development effort has grown from two professionals to a team of seven who raised \$5.6 million last year in the depths of the recession.
- Students now manage over \$1 million dollars in the Capital Markets Room through the generosity of Russell Ramsey (BBA '81).
- GWSB had a very limited Career Center for masters students only, today, the F. David Fowler Career Center is one of the finest in the country serving all GWSB's students and alumni and boasts an outstanding record in student employment in the public and private sectors.
- The School inaugurated the GWSB Corporate Collaborative Council (CCC) consisting of senior leaders from several of the world's most admired organization committed to working with the Career Center and students on career development.
- Our award-winning web site, business.gwu.edu, did not exist; today it is among our most vital marketing tools featuring user-friendly, multi-media presentations to appeal to students, faculty, recruiters, alumni and donors.

- With the addition of two alumni programming staff members, alumni events have increased from two or three a year to more than 50 events last year, in DC and across the country, and from London to Hong Kong.
- The School enjoys the support and guidance of a very active Board of Advisors, composed of just over 40 alumni, parents and friends.
- The School established new research centers, including the Global and Entrepreneurial Finance Research Institute, the Center for Entrepreneurial Excellence, the European Union Research Center, the Institute for Corporate Responsibility, and the Institute for Integrating Statistics in Decision Sciences.
- The School initiated relationships with the Center for International Business Education & Research (CIBER) and The International Council for Small Business (ICSB). CIBER works with businesses, policy makers, students and faculty nationwide to promote awareness of the internationalization of our economy. GWSB's ICSB office provides planning and administrative support to the organization's Board and affiliates.
- The School stabilized its finances, increased faculty salaries and research support, and adjusted course enrollments and teaching loads.
- GWSB introduced curricular revisions that strengthened academic rigor at the undergraduate, master and doctoral levels; and strengthened its emphasis on globalization and ethics incorporating those concepts in every aspect of the curriculum.

The Role of the Dean

The Dean of the School of Business serves as its educational leader and chief administrative officer. The Dean will provide the vision and strategic leadership necessary to develop and enhance the quality of undergraduate and graduate education and research programs; build effective partnerships across professional disciplines, within GWSB, and throughout the University and the broader community; engage students, faculty, staff, alumni, University administration, external funding agencies, accrediting bodies, philanthropic sources, and other stakeholders in order to implement innovative action for achieving the mission and vision of the School.

Her/his responsibilities include:

- Providing overall vision, direction and strategy for the GWSB;



- Maintaining the highest standards for teaching and research, and enriching students' educational experience;
- Managing all resources of the School, including instructional and research programs, faculty and teaching staff, physical facilities and financial resources;
- Recruiting and retaining an outstanding faculty and staff;
- Assuring the financial strength and stability of the School, including advocating for fund allocations within the University, attracting external funds to the School, controlling expenditures, and directing the preparation of annual and long-term budgets;
- With the faculty, developing School policies following University guidelines; and
- Presiding at faculty meetings of the School.

The Dean reports to the President through the Provost, and is a member of the University's Council of Deans. The Council plays a major role in the formulation and implementation of the University's academic goals and educational policies.

Opportunities and Expectations for Leadership

At this exciting time in the University's history, the incoming Dean for the School of Business will be expected to engage the School fully in the University's overall strategic plan for academic excellence. This agenda includes enhancing the research profile of the School and its faculty; sustaining and developing key areas of excellence; and building partnerships within the University, with alumni, with recruiters, with donors and with organizations worldwide. To achieve these goals, President Knapp has required that all GW deans allocate a substantial percentage of their time to fundraising activities.

Goals for the New Dean:

1. Propel GWSB into the ranks of the top 25 business schools:

Elevate the standards for teaching, research and academic programs necessary to take GWSB into the ranks of the top 25 business schools. GWSB's visibility and reputation have been on the rise for the past decade. The *Financial Times* ranks GWSB 57th in the world for its MBA programs which is up from 85th last year; 30th in the U.S. and 5th worldwide for its International Business program. Additionally, the School has recently risen to 60th place worldwide for articles published in the *Financial Times* 40 prestigious scholarly journals. *Business Week* includes the School's MBA in the top 45 programs in the U.S. *US News and World Report* ranks the undergraduate program 38th. Despite being justifiably proud of its current standing, GWSB aspires to climb further. By enhancing the faculty's research productivity and ensuring continuous improvement in scholarship, teaching, and service, collaborating with the faculty, staff, and the University administration, the next Dean will be expected to move the School solidly into the ranks of the top 25 business schools at both graduate and undergraduate levels.

2. Increase GWSB's financial resources:

As mentioned above, the School is on solid financial ground, and has beautiful new and renovated facilities in which to operate. Its primary source of revenue – tuition and fees – appears to be robust. Nevertheless, the School needs additional resources to support the salaries necessary to attract and retain top quality faculty. It needs resources to sustain state-of-the-art technologies, to fund innovation, and to provide a quality, community-building student experience within each of its programs. The next Dean will be expected to be an effective advocate for University resources and a highly successful fundraiser and ambassador for the School with alumni, parents, and other constituencies. S/he will need to increase the engagement of alumni in order to increase the overall proportion of graduates who give back to the School, a figure that currently stands at 9 percent. S/he will also be asked to cultivate new potential sources of transformational philanthropic commitments to the School.

3. Hire and nurture outstanding faculty and staff:

Because GWSB entered the current uncertain economic climate in good financial health, it has been able to continue to hire exceptional junior faculty. The next Dean will be expected to support and develop the careers of these faculty members, recruit and maintain top-notch senior faculty, and substantially increase the number of endowed chairs. S/he will also be expected to deepen the institution's strength in key areas and to respond to emerging fields of inquiry.

4. Leverage GW's location to build a distinctive brand for GWSB:

One of the School's greatest advantages is its location, putting students and faculty within blocks of the White House, the World Bank, and the International Monetary Fund, as well as the headquarters and offices of thousands of national and multinational corporations, nonprofits, and nongovernmental organizations. GWSB is well-positioned to differentiate itself from other schools and programs by leveraging its extraordinary access to the governmental and nonprofit sectors in D.C., and by capitalizing on the international network of connections and exposure that D.C. can provide. The next Dean will be expected to help the faculty and the School as a whole to exploit these opportunities more fully.

5. Innovate and adapt to market challenges:

Technology and other forces are rapidly reshaping the business world and the world of business education. The next Dean will be expected to bring perspective, vision and creativity to his/her leadership of GWSB in this time of change. S/he will be expected to inspire and support curricular innovations to help GW students prepare for careers in an increasingly specialized and constantly evolving landscape. S/he will also be asked to mobilize broad faculty support for initiatives that represent competitive opportunities for the School.



<http://business.gwu.edu/video/ads.cfm>

Desired Qualifications and Characteristics

The George Washington School of Business seeks an innovative and forward-thinking individual with the vision, experience, creativity, energy, and diplomatic skills to lead the School as it strives to achieve the goals outlined above. The successful candidate will possess an earned doctorate in a business or related discipline from an accredited institution. The ideal candidate will also demonstrate the following qualifications and characteristics:

- A distinguished record of academic achievement and scholarship;
- A commitment to excellence in scholarship, teaching, and service to students and the academic community;
- Demonstrated senior-level leadership and administrative experience;
- A commitment to fundraising, and the ability to build effective corporate, government, and intercollegiate partnerships that will enhance the strength of the GWSB;
- The demonstrated ability to enhance the global profile of an organization;
- A commitment to promoting diversity and inclusion;
- A demonstrated understanding of and commitment to shared governance;
- The ability to promote a sense of community among students, faculty, alumni and the local citizens; and
- The highest standards of ethics and professional integrity.

Additional Information

For more information, please visit the GWSB website at: www.business.gwu.edu.

Compensation

Salary and benefits will be competitive.

Starting Date

July 1, 2010

Confidential Inquiries

Shelly Storbeck and Nell Booth will assist the search committee in its work at the search firm of Storbeck/Pimentel & Associates, and they welcome confidential inquiries and explorations of interest. They can be contacted at (610) 565-2910, x. 203, or by email at s.storbeck@storbeckpimentel.com or n.booth@storbeckpimentel.com.

Applications and Nominations

All applications and nominations will be kept strictly confidential. Applications should include a letter of interest that conveys the applicant's qualifications for the position in addition to a curriculum vita. Only complete applications will be considered. Review of applications and nominations will commence on March 1, 2010, and will continue until the position is filled. Please send all nominations and applications to:

Liz Anderson
Office of Academic Affairs
The George Washington University
gwsbdsc@gwu.edu

The George Washington University is an Equal Opportunity/Affirmative Action employer committed to cultural diversity.