
THE GEORGE
WASHINGTON
UNIVERSITY

WASHINGTON, DC

ANNOUNCES A SEARCH FOR THE POSITION OF

***DIRECTOR OF
STUDY ABROAD***

THE UNIVERSITY IS BEING ASSISTED IN THIS SEARCH BY

***STRATEGIC CONSULTING
THE WYLY / KELLOGG INTERNATIONAL GROUP***

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Preferred Application Deadline: **February 1, 2018**

Position *Prospectus* Available At: <https://studyabroad.gwu.edu/>

SUMMARY OF THE OPPORTUNITY

The George Washington University, an historic, independent research institution with significant national and international influence, seeks to appoint a new Director of Study Abroad. The Director will be a visionary who will lead a team of dedicated staff and work across the University to advance GW's commitment to offering a world-class, internationalized education to its students.

Study Abroad is already an outstanding success story at the University, with nearly 50% of all undergraduates going abroad at some point during their educations, served by a capable and dedicated staff. The new Director will have the opportunity to help the University shape the future direction of its education abroad activities. Working closely with faculty and shareholders, the Director will have opportunities for deepening the quality of the experiences offered, expanding and diversifying participation across the student body, promoting the effective integration of study abroad into overall international strategy, providing a careful review of the complex finances involved, and assuring that study abroad advances the University's national and international reputations. The position reports to the senior international officer, Associate Provost for International Programs Donna Scarboro.

I. AN OVERVIEW OF THE GEORGE WASHINGTON UNIVERSITY

Chartered by an act of Congress in fulfillment of George Washington's stated desire that a university be created in the country's capital to serve students from throughout the nation, the George Washington University was originally founded as Columbian College in 1821. Its name was changed to Columbian University in 1873, and to The George Washington University in 1904, in honor of the first U.S. president.

Today, The George Washington University is a premier independent research institution, enrolling more than 27,000 students (approximately 11,500 undergraduates and almost 16,000 graduate and professional) from all fifty U.S. states and 130 countries, in ten colleges and schools across three campuses. *US News and World Report* ranks the University as #56 among national research institutions, 24th nationally among "Best Colleges for Veterans," 30th nationally in "High School Counselor Rankings," and 62nd among "Best Value Schools." The University's endowment reaches nearly \$2 billion. There are approximately 1600 full- and part-time faculty, including ninety-five endowed professorships. Combined faculty plus administrative and support staff number over 5500.

GW's main campus is located on 43 acres in the historic Foggy Bottom section of Washington, D.C., blocks from the White House, the U.S. State Department, the World Bank, the International Monetary Fund, many embassies, and the National Mall. Also nearby are the John F. Kennedy Center for the Performing Arts, the U.S. Institute of Peace, and other important national and international organizations. The University owns considerable property in Foggy Bottom, and leases facilities to the World Bank, the IMF, and other institutions.

The University's location in the heart of Washington, D.C., affords innumerable educational, cultural, and career opportunities to students, as well as research and public engagement opportunities for faculty. As one recent example, the University in 2014, in a partnership with

the National Gallery of Art, assumed ownership of the Corcoran School of Art, founded by the oldest private art museum in Washington. The Corcoran School of Art now sits within the University's Columbian College of Arts and Sciences and includes all departments of visual and performing arts plus Museum Studies. In 2018 the Corcoran School of Art will resume residence in its renovated 19th-century beaux arts building on the eastern edge of campus, an iconic architectural site in the city opposite the West Wing of the White House.

Most of the institution's residential facilities are located at Foggy Bottom, and the campus is conveniently served on its western edge by Foggy Bottom-GWU Washington Metro stop, which offers access to the Orange, Blue, and Silver transportation lines. The GW Hospital and the School of Medicine and Health Sciences are located adjacent to the Metro entrance.

The University's Mount Vernon campus, located in Washington's leafy Palisades neighborhood, complements Foggy Bottom with a library, residence halls, athletic facilities, and an extensive campus commons. Mount Vernon is well connected to the Foggy Bottom campus through regular University-provided shuttles.

GW's Science and Technology Campus, located in Virginia's technology corridor, offers more than twenty degree and certificate programs in cross-disciplinary STEM-based disciplines. The Virginia campus is a research and graduate facility based on over 100 acres near Dulles International Airport, and is also home to the School of Nursing.

II. THE UNIVERSITY'S ACADEMIC PROFILE

The University comprises ten schools, many tracing their origins to the nineteenth century, with long records of service to the nation and the world. Each has a strong record of international partnerships and activities, as well as an internationalized faculty and student body.

- The oldest and largest, the **Columbian College of Arts and Sciences**, founded in 1821, offers fifty-three major and sixty-one minor programs of study, provided by nearly 500 faculty to approximately 8,000 students. It includes The School of Media and Public Affairs, the Corcoran School of Art, and the Trachtenberg School of Public Policy and Public Administration. The **School of Medicine and Health Sciences**, founded in 1824, is the eleventh oldest medical school in the country and was the first in the nation's capital. It boasts research-intensive centers in cancer, autism, neuroscience, and emergency medicine, along with clinical experiences for students in the health professions.
- The **Law School**, created in 1865, was the first law school in the District. It is ranked 7th nationally for International Law and 4th for Intellectual Property Law by *US News and World Report*. It enrolls 1600 J.D. and L.L.M students from around the world.
- **The School of Engineering and Applied Science**, founded in 1884, counts among its distinctions serving as a leading resource for the U.S. government regarding cyber-security policy and research. Engineering, applied sciences, public health, and chemistry are among those programs now housed in the new, interdisciplinary Science and Engineering Hall. At almost a full city block in footprint, it is one of the largest and most up-to-date university science facilities in Washington.

- The **Elliott School of International Affairs**, first formalized in 1898 from a number of predecessor programs, was given its current name and configuration in 1988. The Elliott School is ranked 8th globally for undergraduate programs in the Teaching, Research, and International Policy survey of *Foreign Policy*, and 7th in the world for its graduate programs. With more than 300 events a year, the Elliott School serves as a forum for students, scholars, policymakers, media professionals, and international affairs experts to engage in discussions of pressing global issues.
- The **Graduate School of Education and Human Development** offers programs in Counseling and Human Development, Curriculum and Pedagogy, Educational Leadership, Human and Organizational Learning, Special Education, and Higher Education Administration, including a Master's degree in International Education.
- The **School of Business** offers undergraduate programs, the MBA, specialized master's programs, executive education, doctoral programs, and graduate and professional certificates. The host of a nationally-recognized and funded Center for International Business Education and Research, the School's International Business programs are ranked 9th nationally by *US News and World Report*.
- The **Milken Institute School of Public Health**, founded in 1997, is the only school of public health in Washington, D.C. In partnership with influential health care organizations around the world, faculty and students at the Milken Institute School lead initiatives that combat obesity, improve community health policy, and assess the quality of health care globally. *US News* ranks the School's graduate programs as 14th in the country.
- The **College of Professional Studies** serves adult learners and working professionals. In addition to housing the Graduate School of Political Management, the College administers the George Washington Cyber Academy, the AT & T Center for Indigenous Politics and Policy, and the Center for Excellence in Public Leadership.
- **The School of Nursing**, the most recently formalized of the Schools, was founded in 2010 and has become a national leader in advanced practice registered nurse education, offering state of the art skills and simulation laboratories and optional international practicums.

III. ALUMNI

The University's Colleges and Schools have produced a remarkable number of leaders in all walks of public life and the professions. For example, the University has over eleven hundred active-duty alumni working in the U.S. Foreign Service, the second highest number of any university in the nation. The institution has produced twenty alumni who became state governors; four current and twenty-three former United States senators; six current and eighty-seven former members of the U. S. House of Representatives; fourteen current and former members of the U. S. presidential cabinet; thirty-four U. S. ambassadors and diplomats; nine former secretaries, assistant secretaries, and under secretaries of state; nine former directors, associate directors, and assistant directors of the Federal Bureau of Investigation; innumerable

leaders of the U. S. Armed Forces; countless judges, members of the U. S. Department of Justice, and other leaders of the legal profession; heads of state and government of eight nations; and numerous leaders in the media and entertainment, business, medicine, science, NGOs, education, and sports organizations.

IV. SENIOR LEADERSHIP AND THE INSTITUTION'S COMMITMENT TO INTERNATIONAL EDUCATION

As the University's continuing record of development shows, the institution has long benefited from dedicated, visionary leadership. That tradition continues with the appointment of **Thomas J. LeBlanc as President**, beginning August 1, 2017. President LeBlanc earned his Ph.D. in Computer Science from the University of Wisconsin, Madison. Previously, Dr. LeBlanc served as Executive Vice President and Provost at the University of Miami, where he functioned as both chief academic and chief budget officer. President LeBlanc's vision for GW calls for "pre-eminence as a comprehensive, global research university," and he underscores the importance of international student experiences and study abroad as part of that goal.

The University's senior academic leadership is similarly dedicated to advancing the global character of the University in its various dimensions.

Forrest Maltzman is the University's **Executive Vice President and Provost**, having previously served the institution as Senior Vice Provost for Academic Affairs and Planning and as Chair of the Department of Political Science. He holds a Ph.D. from the University of Minnesota. His scholarship has been honored by the American Political Science Association, including the C. Herman Pritchett Award and Jewell-Loewenberg Award.

Teresa Murphy is the University's **Deputy Provost for Academic Affairs** and oversees International Strategy, Faculty Affairs, Academic Planning, and the GW Museum and Textile Museum. Previously she served the University as Senior Associate Dean of Columbian College and as chair of the Department of American Studies. Her scholarship has been recognized by the National Endowment for the Humanities, the Smithsonian Institution, and the National Park Service. In 2011 the University awarded her its Trachtenberg Prize for University Service.

Donna Scarboro, Associate Provost for International Programs, serves as the University's senior international officer. Dr. Scarboro holds a Ph.D. in literature from Emory University; she attended the Harvard University Institute for Management and Leadership in Education, was a Fulbright scholar in international education administration in Japan, and was named an ACE Fellow. She consults with schools and leaders on university-wide international strategy, logistics and operations for GW offices supporting international activity, formalization of international partnerships, and special initiatives in the arena of international education and cooperation. A respected leader in the international education profession, Dr. Scarboro is a past president of AIEA, a member of the board of the Forum for Education Abroad, and formerly a member of the inaugural Advisory Board of Diversity Abroad. Dr. Scarboro has also served as a professorial lecturer in the English Department and the Honors Program at GW.

Under Dr. Scarboro's leadership, The George Washington University has become widely recognized for pre-eminence in international education. Dr. Scarboro launched the University's

Global Humanities Project in partnership with Bogazici University in Turkey and Al Akhawayn University in Morocco, and was instrumental in creating the institution's Global Bachelors Program. During her years of service at GW, all of the University's college and schools have developed substantial comparative and international academic concentrations and created extensive international partnerships and learning opportunities. She has developed dozens of partnerships and cooperative arrangements with international institutions, created a living and learning center for hundreds of returned study abroad students, built study abroad staff from two to the current sixteen, developed a university-wide system for risk management and communication, and led outreach efforts to embassies, governments, and organizations relevant to GW's international profile. In all of these endeavors, the Director of Study Abroad has been a strong creative partner, along with the leaders of the academic divisions, Career Services, Center for Student Engagement, International Summer, Multi-Cultural Student Services, and many others on campus and around the globe.

The Director of Study Abroad reports to Dr. Scarboro.

V. STUDY ABROAD AT THE UNIVERSITY

Study abroad is a thriving success at GW, engaging nearly 50% of all undergraduates. A wide variety of study abroad opportunities is available to GW undergraduates: faculty-led programs; bilateral exchanges with over fifty highly respected partner universities; undergraduate study centers in Chile, Spain, England, France, and China; and a broad range of approved third-party provider programs. There are sixteen study abroad staff members, part of an international education team dedicated to supporting student learning experiences and campus internationalization. Considerable scholarship funding is made available to students for international experiences and study abroad, supplementing financial aid packages. The Office of International Programs, the umbrella office responsible for Study Abroad and other aspects of GW's international activities, provides support from a team of communications, financial, and risk management staff. Additional information about study abroad at GW can be found at <https://studyabroad.gwu.edu/>

VI. CHALLENGES AND OPPORTUNITIES AWAITING A NEW DIRECTOR

Building on the strong programs already established, the new Director will have the opportunity to bring his or her own vision to bear and will actively forward the mission of the office by:

- (i) inspiring and leading a strong team delivering quality services in study abroad and thoughtful partnerships with colleagues and institutions on campus and worldwide;*
- (ii) assuring that study abroad opportunities provide for deeper immersion in the cultures of other countries and greater and more substantive interaction with their peoples;*
- (iii) evaluating the University's centers abroad and their respective roles and contributions to the University's overall international strategy;*

- (iv) *expanding campus partnerships to extend opportunities for international internships, research, service learning, and volunteerism;*
- (v) *evaluating academic and financial arrangements of the various modes of study abroad available, including arrangements with education abroad providers;*
- (vi) *soliciting faculty input and commitment through outreach and as leader of a faculty study abroad advisory committee;*
- (vi) *providing strong data-driven decisions, forecasting, and fiscal strategy and management across the unit;*
- (vii) *assuring efficiency by streamlining operations and procedures to enhance service and monitor program quality;*
- (viii) *promoting diversity and inclusion and underpinning these efforts with adequate and appropriate services;*
- (ix) *assuring that the University's excellence in education abroad contributes optimally to the institution's global and national reputations;*
- (x) *promoting synergy between study abroad and the University's other international undertakings; and*
- (xi) *contributing to strategy regarding related institution-wide priorities.*

VII. PERSONAL AND PROFESSIONAL QUALITIES SOUGHT

The University seeks to appoint a creative, proven leader in international education who will be capable of capitalizing on the University's distinctive international resources and accomplishments, while also developing new directions for the future. The University seeks someone who understands undergraduate education and academic planning and decision-making; who is a capable manager of people, programs, and budgets; and who is an inspiring leader and colleague. Given the scope and complexity of GW's education abroad operations, a demonstrated ability to develop, manage, and analyze financial strategies and budgets is particularly important.

The institution will consider candidates offering different kinds of international education backgrounds--those who are already leaders of large and complex study abroad programs, individuals ready to take the next career step in international education, and those offering other kinds of pertinent international experience, e.g., in higher education associations, study abroad provider organizations, law, diplomacy, research centers, and other professions. Candidates offering international education experience in addition to or beyond traditional study abroad responsibilities, whether campus-based or in other international settings, are welcome.

The candidate selected will possess knowledge and experience regarding assessment of student learning outcomes in international and experiential education, and in designing and implementing improvements based on assessment. He or she will excel in developing productive relationships with faculty. The new Director will be familiar with best practices in the profession; understand legal, compliance, and risk management considerations; and be adept at crisis communications. The individual appointed should also understand the use of data and technology in advancing support for education abroad both within and outside of the GW community. The Director will represent GW well in external settings, build productive alliances throughout the campus, and exercise tact and diplomacy in challenging situations. As a strong strategic thinker, the Director will play a central role in leading international education at the University into the future and serve as a trusted colleague to institutional leaders.

A commitment to the intellectual and personal development of undergraduates is essential. Strong managerial and financial experience in international education or a related setting is critical. The University will give priority attention to candidates' capacity to mentor, develop, and inspire staff.

VIII. THE APPLICATION PROCESS

Qualified candidates will hold a Bachelor's degree in an appropriate area of specialization plus 10 years of relevant professional experience, or a Master's degree or Ph.D. in a relevant area of study plus 8 years of relevant professional experience. Degree must be conferred by the start date of the position. An equivalent combination of education, training and experience may be substituted for advanced degrees.

The Application Process: The University is being assisted in the search by *Strategic Consulting: The Wyly/Kellogg International Group*. While applications must be submitted directly through the GW posting, <https://www.gwu.jobs/postings/48291>, in order to be officially considered, prospective candidates and those wishing to offer nominations should feel free to contact directly either **Dr. Thomas J. Wyly** (tomwyly@juno.com, 617-489-2673) or **Dr. Earl D. Kellogg** (earlkellogg@gmail.com, 217-621-3856) in complete confidence, to confer about this opportunity.

Applicants should submit to *both* Dr. Wyly and Dr. Kellogg, *via email*, the same materials required through the GW posting, i.e.:

- (i) a cover letter relating experience to the responsibilities involved;
- (ii) a resume/cv;
- (iii) a brief statement regarding current compensation and expectations; and
- (iv) the names of three references, including contact information.

Referees will not be contacted without prior permission. Compensation is highly competitive and the benefits package generous. Additional information regarding benefits can be found at: <https://benefits.gwu.edu/>.

The preferred date of receipt of applications is by February 1, when selection of interviewees will commence. Applications received after February 1, but before February 27, will also be reviewed.

This Position *Prospectus* is also available online on the University's web site at:

<https://studyabroad.gwu.edu/>

Tom Wyly and Earl Kellogg will be available to discuss this search at the annual meeting of AIEA: The Association of International Education Administrators, February 16-21, 2018, Marriott Wardman Park Hotel, Washington, D.C.

George Washington University is an equal opportunity, affirmative action employer seeking a diverse pool of candidates.

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