
THE GEORGE WASHINGTON UNIVERSITY

WASHINGTON, DC

Dean, College of Professional Studies

The George Washington University (GW), a world-class research and teaching institution dedicated to educating and preparing future leaders, seeks an experienced, creative, and inspiring individual to serve as the next Dean for the College of Professional Studies.

GW is a destination campus for students and faculty from around the world. Established in 1821, GW is the largest institution of higher education in the District of Columbia. Approximately 12,000 undergraduate and 15,000 graduate students from all 50 states, Washington, D.C., and 130 countries take advantage of an educational experience like no other. The University's connections to the world's most influential organizations and institutions, many of which are within walking distance from campus, mean that a GW education is not limited to the classroom.

GW celebrated its bicentennial in 2021 and the University continues to move in a bold direction, enhancing its reputation as a comprehensive global research university. Within this context, a talented and accomplished continuing education leader has the opportunity to make a significant impact. The Dean will inspire bold innovation within CPS and the University more broadly. The College and University welcome a leader who forges new internal and external partnerships, new academic programs and means of delivery, new sources of students, and extended outreach for George Washington in its region and beyond.

About the University

Chartered by 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 founded initially as Columbian College in 1821. Its name was changed to Columbian University in 1873, and The George Washington University in 1904.

U.S. News & World Report ranks the University as 56th 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 1,600 full- and part-time faculty, including 95 endowed professorships. Combined faculty plus administrative and support staff number over 5,500. GW's main campus is located on 43 acres in

the historic Foggy Bottom section of Washington, D.C. The University's remarkable setting is just 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 also has established academic connections to the Smithsonian Institution; Children's National Medical Center; National Institutes of Health; and public, private, and parochial school systems in the area.

More information about GW may be found at www.gwu.edu.

University Leadership

Mark Wrighton, President

Mark S. Wrighton, was elected President of the George Washington University in January 2022. He previously served as the 14th Chancellor of Washington University from 1995 through 2019. During his tenure as Chancellor, Washington University made unprecedented progress in campus improvements, resource development, curriculum, international reputation, and especially in undergraduate applications and student quality.

Wrighton served as a presidential appointee to the National Science Board (2000-06), which is the science policy advisor to the President and Congress and is the primary advisory board of the National Science Foundation. He is a past chair of the Business-Higher Education Forum and the Association of American Universities.

Wrighton has received many awards for his research and scholarly writing, including the distinguished MacArthur Prize. He is the author of over 300 articles in professional and scholarly journals, the holder of 16 patents, and co-author of a book, *Organometallic Photochemistry*. His research interests are in the areas of transition metal catalysis, photochemistry, surface chemistry, molecular electronics, and photoprocesses at electrodes.

He is a fellow of the American Academy of Arts and Sciences, the American Association for the Advancement of Science, and a member of the American Philosophical Society. Active in public and professional affairs, he has served on numerous governmental panels and has been a consultant to industry. He is an active member of numerous professional organizations and serves as a director on the boards of national companies and St. Louis organizations.

From 1990 until 1995, he served as provost and chief academic officer at the Massachusetts Institute of Technology where he served as a member of the faculty from 1972 until 1995. Wrighton received his B.S. with honors in chemistry from Florida State University in 1969 and his Ph.D. in chemistry from the California Institute of Technology in 1972.

Christopher Bracey, Provost

Appointed Provost in February 2022 after serving in the role on an interim basis, Christopher Alan Bracey is an internationally recognized expert in the fields of U.S. race relations, individual rights, and criminal procedure. Professor Bracey teaches and researches in the areas of the legal history of U.S. race relations, constitutional law, criminal procedure, civil procedure, and civil rights.

A magna cum laude and Phi Beta Kappa graduate of the University of North Carolina, Bracey received his law degree from Harvard Law School, where he served as a supervising editor on the *Harvard Law*

Review, a general editor on the *Harvard Civil Rights–Civil Liberties Law Review*, and an editor on the *Harvard Blackletter Law Journal*. He clerked for the Honorable Royce C. Lamberth of the U.S. District Court for the District of Columbia, and subsequently joined the Washington, D.C., Office of Jenner & Block, where he litigated a variety of civil and criminal matters.

Bracey previously taught at Northwestern University School of Law and Washington University School of Law before joining the GW Law faculty in 2008. He previously served as senior associate dean and interim dean of GW Law, as well as vice provost for faculty affairs.

Bracey has delivered lectures and presentations on a variety of topics involving race relations, constitutional rights, and celebrity trials, as well as general criminal justice matters and U.S. politics. He has been interviewed and featured in several hundred media articles and broadcasts, including *The New York Times*, *Washington Post*, *Chicago Tribune*, *USA Today*, *Salon Magazine*, *Atlantic Monthly*, *Essence Magazine*, ABC, CBS, NBC, MSNBC, Fox News, CNN, BBC, and NPR. He is the author of *Saviors or Sellouts: The Promise and Peril of Black Conservatism, from Booker T. Washington to Condoleezza Rice* (Beacon Press 2008) and co-author of *The Dred Scott Case: Historical and Contemporary Perspectives* (Ohio University Press 2009). His articles and essays have appeared in a number of leading law reviews, including *Northwestern University Law Review*, *University of Southern California Law Review*, *Yale Law Journal Pocket Part*, *University of Pennsylvania Journal of Constitutional Law*, *Journal of Law and Criminology*, and *Alabama Law Review*, among others.

Academics

The University comprises ten schools, many tracing their origins to the 19th century, with long records of service to the nation and the world. Each has a strong record of international partnerships and activities, and an internationalized faculty and student body.

The oldest and largest, the **Columbian College of Arts and Sciences**, founded in 1821, offers 53 major and 61 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 Arts and Design, and the Trachtenberg School of Public Policy and Public Administration.

The **School of Medicine and Health Sciences**, founded in 1824, is the 11th 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 seventh nationally for International Law and fourth for Intellectual Property Law by *U.S. News & World Report*. It enrolls 1,600 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. The School seeks to serve the global community by providing high-quality undergraduate, graduate, and professional educational opportunities, while simulating and promoting innovative fundamental and applied research activities.

The Elliott School of International Affairs, first formalized in 1898 from several predecessor programs, was given its current name and configuration in 1988. The Elliott School is ranked eighth globally for undergraduate programs in the Teaching, Research, and International Policy survey of Foreign Policy, and seventh 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 discuss pressing global issues.

The **Graduate School of Education and Human Development**, established in 1994, 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**, founded in 1928, 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 ninth nationally by *U.S. News & 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. *U.S. News & World Report* ranks the School's graduate programs as 12th in the country.

The **College of Professional Studies**, founded in 2000, serves adult learners and working professionals through a combination of for-credit and non-credit programs. In addition to housing the Graduate School of Political Management and the GW Center for Excellence in Public Leadership, the College also administers the GW Cyber Academy, and the Center for Indigenous Politics and Policy.

The **School of Nursing**, the most recently formalized school, 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.

[GW's five libraries](#) provide the foundation for research at GW. Librarians and expert staff engage with faculty and student investigators throughout the research lifecycle, from formulating a research question to creating a data management plan. The GW libraries specialize in providing access to, instruction in, and assistance with digital research tools such as analyzing data with Python, statistical inference testing with R, and data visualization with GIS. They also advise students applying for competitive research opportunities through the Center for Undergraduate Research & Fellowships.

Campus Life

Living at GW grants the undergraduate students the rare opportunity to encounter various new cultural experiences while learning at world-class institutions. GW students engage in more than 450 clubs and student organizations on campus. Whether it is leadership, politics, arts and culture, athletics, or service that interests students, GW provides avenues for pursuing many passions as students play an integral role in building an engaging community.

The George Washington University is a hub of learning that stretches well beyond its immediate borders. GW students and faculty members are deeply engaged in the quest to understand the world

and solve some of its greatest challenges. The University's vibrant global network of institutional partners, as well as world-class research institutes, ensure that GW's reach is broad, deep, and meaningful.

Diversity, Equity, and Inclusion

George Washington University continuously strives to be the school of choice for more students, the employer of choice for more faculty and staff, a more inclusive life-long community of learners for alumni, and a more effective partner in addressing the challenges of the Washington, D.C. metropolitan area community of which the University is a part. The overriding theme that has framed diversity and inclusion efforts and activities at GW is the reality that diversity and academic excellence go hand-in-hand. They are mutually reinforcing objectives. Diversity concerns embody a range of moral, legal, and cultural issues. When it comes to diversity and inclusion, the University's objective is to enhance the academic excellence of GW by making it a more diverse and inclusive community.

Given the diverse demographic population of the Washington, D.C. area and the increasingly globalized world with which the University is engaged, it is critically important to draw from, develop, and benefit from the diverse human resources that frame our world. Given this perspective and objective, diversity is understood quite broadly to include race, ethnicity, gender, income, religion, sexual orientation, intellectual traditions, and more. Therefore, the term "diversity" reflects many complex and longstanding conflicts, challenges, and opportunities.

Campuses

GW comprises multiple campuses and a variety of online and academic centers in Virginia.

Foggy Bottom Campus

GW's [Foggy Bottom Campus](#) combines the academic and residential amenities of a top-notch university with the excitement and convenience of being in the heart of the city. From lecture halls to high tech labs, and small group meeting rooms to open study spaces, students find a wide range of learning environments to fit their needs and aspirations.

GW's community members can explore the world through their tastebuds with restaurant offerings from different ethnic traditions or go on a food excursion to check out restaurants in D.C.'s lively neighborhoods. The campus is near a variety of museums, parks, and attractions or hop on the Metro, a bus, or bike share for adventures all over the city.

Mount Vernon Campus

The [Mount Vernon Campus](#) is located just a few miles from the bustle of downtown Washington. Affectionately known as "The Vern," it provides a traditional college-campus atmosphere. The Vern is home to residence halls, academic buildings, athletic facilities, dining options, a library, and an outdoor challenge course, all surrounded by rolling green hills. A 24-hour shuttle service provides easy access between Foggy Bottom and The Vern. Roughly one-third of GW's first-year class resides on the Mount Vernon Campus, and it is home to a growing number of innovative living and learning communities for students who want to combine a small-college experience with the resources and opportunities available at a major university.

Virginia Science and Technology Campus

Spanning 122 acres in the Northern Virginia Technology Corridor, the [Virginia Science and Technology Campus](#) serves as GW's hub for discovery through dynamic research and academic programs. The campus is home to 17 research labs, centers, and institutes advancing knowledge in a wide range of interdisciplinary areas. Innovative academic offerings include the School of Nursing, along with a number of graduate and certificate programs.

GW Online and Virginia Academic Centers

Beyond the main campuses, GW has academic centers in Alexandria and Arlington, VA, that provide graduate education opportunities to working professionals near their homes and workplaces. The University also offers more than 100 online programs in areas ranging from nursing to engineering.

The College of Professional Studies

The George Washington University College of Professional Studies was founded twenty years ago with high aspirations and expectations. From the start, this new college was granted authority to hire full-time faculty and award academic degrees. GW's smallest college with under four percent of total University enrollment, CPS crossed the 1,000-student mark in 2009 and was trending upward until the pandemic; post-pandemic, CPS is once again around the 1,000-student mark. Degrees offered by CPS include four Bachelor completion degrees, and Master's degrees in areas such as Homeland Security and Cybersecurity Strategy and Information Management, Paralegal Studies, Publishing, and Sustainable Urban Planning.

The College of Professional Studies also serves as a hub of practical excellence by hosting an array of innovative schools and centers, which are designed to achieve successful, real-world results for organizations, individuals and communities, and society at large.

Graduate School of Political Management (GSPM)

GSPM is the first and foremost school of applied politics, advocacy, and communications. Providing students with a hands-on education for 35 years, GSPM teaches students how to deploy real-world strategies and tools to win elections, advance legislation, and prevail in the battle for public opinion in international, national, and local campaigns.

GSPM transitioned from GW's Columbian School of Arts and Sciences to CPS in 2006. This school is now the largest entity within CPS, with a relatively stable 45 percent of the students and about 30 percent of the contribution margin. One-third of CPS's 65 staff are dedicated to the GSPM. The GSPM is similar to an academic department and comparable in size to many academic departments within a typical university. The GSPM has an impressive set of unique programs, run by dedicated faculty and staff, with a clear identity and strategic fit within the University – and opportunities to expand its national reach.

Center for Excellence in Public Leadership (CEPL)

GW-CEPL was founded in 1997 with a mission to develop public leaders who make a positive difference in their organizations and for the people they serve. The Center achieves its mission by weaving together a combination of academic and practitioner resources to provide rigorous executive education training and coaching, grounded in the realities of public sector leadership and management. CEPL offers executive education, coaching, non-credit certificates and certifications, and customized programs to local governments and Federal agencies and their employees. Recently, CEPL has been generating about \$2.5M in annual revenue and its programs often involve revenue sharing agreements

with outside entities. The Center transitioned to CPS in 2005 from its former home in the GW School of Business and Public Management.

GW Cyber Academy

The College of Professional Studies' Cyber Academy, in conjunction with GW's Research Technology Services, conducts applied research and assists in the development, coordination and expansion of GW's cybersecurity degree programs. In addition, the Academy facilitates engagement with public and private partners in the fields of cybersecurity and infrastructure protection. The Cyber Academy envisions being a hub of cutting-edge research, educational programs, and information exchange in the rapidly changing cyber arena.

Center for Indigenous Politics and Policy (CIPP)

Through research, scholarship, and service, CIPP supports tribal leaders and engages indigenous youth to promote public awareness and develop the political tools that will help them overcome challenges within their communities. CIPP analyzes a number of politically significant issues facing indigenous communities, including public health, adequate housing, economic security, and education.

CPS Program Locations

Currently, the College of Professional Studies oversees sites in Arlington, VA and Alexandria, VA, which each predate the founding of the College. Four CPS graduate programs are offered in Alexandria (two Master's degrees and two certificates), which will be joined by a Bachelor's degree completion program in fall 2022, along with non-credit programs run by GW CEPL. Seven programs (two Bachelor's degree completion programs, one graduate certificate, and four Master's degrees) are delivered in Arlington. A third site in Ashburn, Virginia, which CPS no longer manages, houses two Bachelor's degree completion programs for the College of Professional Studies. Each of these three locations delivers a few degree programs from other GW colleges as well. CPS offerings on the Foggy Bottom campus are from the Graduate School of Political Management. The Master's degree in Legislative Affairs holds its classes in the Hall of States, adjacent to Capitol Hill. CPS faculty and staff have offices in both Washington, D.C. and northern Virginia.

A majority of CPS programs have an online companion program, which are run in-house using Blackboard as the learning platform.

Opportunities and Challenges for the Dean of the College of Professional Studies

Moving further into the 21st century, serving the needs of working adults is crucial to top-notch education and central to the University's mission. GW believes that the pathway to preeminence begins with a fundamental commitment to academic excellence. It is expected that the next dean of CPS will engage faculty and staff in the work to achieve focused excellence across all CPS units and programs. The next Dean will build from the strong existing foundation of high-quality professional programs - both for-credit and non-credit - to realize our shared vision for a world-class professional studies college at the University.

Establish a vision. The next Dean of CPS will build from the College's fluid and flexible identity and openness to new ideas and ventures, to establish a clear and unifying set of principles and a strong presence within the University and beyond. With the aim of a dynamic future of innovative program development, revenue generation, and new populations to recruit to the University, the Dean will work collaboratively to identify directions that serve all of CPS's diverse programs and build processes for executing initiatives that lead to expanded connections and new programs. The Dean will build on the

strong foundation already in place, bringing the CPS community together in articulating an overarching, unifying sense of mission and purpose, and a public message for what CPS stands for.

Build an organizational structure that invites a culture of innovation. The Dean will build an internal academic infrastructure that creates commonalities, innovative ideas, and shared outreach efforts. A high caliber team of dedicated faculty and staff at the program and operations level are enthusiastic to engage in these conversations and collaborations. A streamlined organizational infrastructure for collective innovation is the next step for moving CPS forward as a key site for innovation that will serve the greater University. Given recent leadership transitions at the College and University levels, coupled with no academic associate dean or formal faculty structure within CPS, an academic locus for generating new ideas has been lacking. Current programs are vertically integrated, which works well within each silo. Center directors, faculty, staff, and students would benefit from more holistically integrated organizational structures that promote innovation beyond individual domains and extend across programs, colleges, and externally beyond the institution.

Expand CPS's integration and collaboration across the University. The deans of GW's other schools and colleges have expressed openness and interest in partnerships with CPS. Establishing clear cross-registrations and pathways from CPS programs to professional master's programs at various GW schools and colleges would signal a link to the greater University, differentiate CPS programs from those at neighboring institutions not part of a prominent university, provide efficient educational opportunities for CPS students, and offer other GW programs a new source of students.

Identify opportunities for expanded student enrollment. In identifying new sources of students, the Dean will build on CPS's agility, breadth, and focus on student populations and academic programs not addressed elsewhere in the University. The enrollment plateau that has prevailed over the past decade in CPS masks enrollment changes that have occurred. Undergraduate students in degree completion programs tripled over the past decade (before declining during the pandemic). Ninety-two percent of these students carry a full-time course load. On the other hand, non-GSPM graduate enrollments declined significantly (much of this decline occurring over the last three years). Online enrollments account for approximately 40 percent of the College's revenue. Revenue performance was adversely impacted by the pandemic and new sources of students will be important in recovering margin shortfall going forward.

Enhance diversity and inclusion. Diversity and inclusion in all their dimensions - demographic, geographic, disciplinary, ideological, professional experience, ableness, and more - invite a broader circle of faculty, staff, and students who can contribute to preeminence. The Dean also has the opportunity to establish GW as a leader in diversity, equity, and inclusion by fostering professional programs whose subject-matter concerns these areas. The Dean will build on GW's existing diverse, inclusive, and equitable environment and establish innovative partnerships to spur new program development.

Utilize an ideal location. GW's location in Washington, D.C., makes it a destination for faculty and students who are drawn to working, studying, and living in the political and policy hub of the United States, complemented by the rich tapestry of international organizations and communities that are also present in the region. Nevertheless, the location's value is not sufficiently or strategically leveraged to advance high-impact professional studies at the University. GW is well positioned to utilize its locale to enhance its network and relationships with key partners to advance its continuing and professional education agenda through its proximity to multiple government offices, museums, cultural institutions, libraries, embassies, and research agencies. The next Dean will also leverage the growing high-tech

corridors in Northern Virginia to create strategic relationships with corporations in the region.

Desired Qualifications and Characteristics

The successful candidate for this position will be an experienced, strategic, and visionary leader with a passion for continuing and professional education. A record of demonstrated commitment to diversity, equity, and inclusion; effective communication skills; and the interest in and ability to interact successfully with internal and external constituencies is critical.

Significant experience in a highly complex enterprise; a collaborative leadership style; the highest standards of personal ethics and integrity; and an understanding of the continuing and professional education landscape in Washington, D.C., the nation, and the world are essential qualities for the next Dean.

The next Dean will have a proven track record of significant external achievements, collaborative accomplishments, academic credibility, and proven organizational leadership. Familiarity with Washington D.C., especially with the federal government and military, would be useful. In addition, the ideal successful candidate will have professional qualifications, skills, experience, and personal qualities that may include those below:

- Demonstrated experience in forging relationships across an institution;
- A willingness to take strategic and calculated risks to support innovative endeavors;
- Familiarity with building strong academic programs for non-traditional, professional students across a range of fields;
- Ability to enhance the educational mission of the University by creating further opportunities for global collaboration among students and faculty members;
- Proven record in innovative program development;
- Evidence of leadership in online education;
- Demonstrated commitment to supporting high quality teaching at the undergraduate or graduate level;
- Senior administrative experience;
- Knowledge of national and international trends in continuing and professional studies;
- Demonstrated experience in initiating and managing international education programs;
- Experience with personnel and budgetary management in a complex environment;
- A commitment to shared governance and shared decision-making;
- Ability to inspire trust and build relationships across all University constituencies;
- High emotional intelligence and exceptional interpersonal and communication skills;
- Fundraising experience and knowledge of philanthropic organizations;
- Demonstrated interest in providing a supportive environment for individuals from all backgrounds; and
- Strong commitment to and appreciation of best practices in diversity, equity, and inclusion in higher education.

The successful candidate will possess advanced academic and professional credentials (terminal degree preferred), and a minimum of fifteen years of substantial professional experience.

Contact Information

The Search Committee will begin reviewing applications immediately and will continue until the position is filled. Applications should include a letter of candidacy that responds to the opportunities, challenges, and desired attributes for the Dean and a complete résumé or vita. For best consideration, all applications, nominations, and confidential inquiries should be sent as soon as possible to:



Ruth Shoemaker Wood, Managing Director
Julie E. Tea, Managing Director
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