The Position

The Board of Visitors and the University community of George Mason University invite nominations, expressions of intent, and applications for an exceptional leader to serve as the University’s eighth president. Mason has emerged as a national example of access to excellence and a top-tier research university firmly committed to its public mission of expanding access to high-quality education. A Carnegie R1 university, Mason is the largest, fastest-growing, and most diverse public university in Virginia, delivering exceptional graduation and career outcomes. Mason, a comprehensive, national and international university, has set the standard for a bold and dynamic education that serves its students and communities.

The next president of George Mason University has an historic opportunity to build upon one of the most remarkable success stories of American higher education and help shape the future direction of one of the nation’s most innovative public research universities. The preferred candidate will work with faculty, students, staff and alumni to promote a shared vision of higher education dedicated to research excellence and exceptional student instruction. The next president will be a leader who understands that research and teaching excellence, together with service and public engagement, are at the very heart of the great university. The president will employ good stewardship of resources, talent, and innovation. Passionate about the promise that an outstanding education represents for all students and their families, the president will have a vision to lead the University to even greater heights through expanding access for students, faculty, and staff to achieve excellence within their fields.

A proven, capable, and experienced administrator, the president will encourage and support research, teaching, and public service as the central mission of the University for the world. A major economic force and innovation engine, the University has contributed substantially to the growth and development of Northern Virginia. Recently recognized as an industry leader in producing innovative and prepared graduates, organizations such as Amazon are relocating to Northern Virginia in order to capitalize on the talent ecosystem encapsulated in the well-trained students and world-class faculty at the University. Building upon the significant support the University has had from the community for decades, the president will advocate for the University with community partners in the business, industry, and civic sectors. In preparation for the next comprehensive University fundraising campaign, the president will serve as the face of fundraising for the institution. Engaging and inspiring donors and encouraging alumni to maintain a lifelong relationship with their alma mater will be imperative and expected.
The president will have excellent communication skills, a capacity for collaboration, and an appreciation for the plurality of interests that animate a world-class university and its publics. The next president will be a campus-wide leader who is able to mobilize campus constituents toward the common goal of providing access to excellence. The president will be a strategic thinker as well as a champion of all campus community members. The president’s role is to sustain and promote the campus as a leader in the marketplace of ideas, discoveries, and technologies, both locally and globally.

The next president will develop sustainable models for the continued production of high-caliber scholarship across the arts, business, engineering, health, humanities, and sciences in an incentive-based fiscal environment. A visionary leader, the president will be committed to nurturing within students the best critical- and creative-thinking skills and equipping them with the expertise they need to succeed in the changing landscapes of work and civic life.

Working with a variety of partners, the president will shape short- and long-term strategies to guarantee that our institution not only embraces the challenges of this century, but defines the role of public higher education in addressing them, as well.

Duties/Responsibilities

- Provide leadership, management, and resource development as CEO for the University.
- Oversee and manage an operating budget in excess of $1 billion.
- Oversee development, delivery, and assessment of academic programs, policies and research activities.
- Effectively communicate with community leaders.
- Direct the University’s overall strategic planning; oversee the allocation of resources and evaluation of operations.
- Oversee intercollegiate athletics for the campus, including campus accountability for NCAA compliance.
- Oversee public safety and campus compliance with federal and state regulations.
- Set and lead the philanthropic agenda for the University.
- Execute the policies of the Board of Visitors and University-wide policies.

Minimum Qualifications, Knowledge, Skills, and Abilities

Strong preference will be given to candidates with the following qualifications and attributes:
• An academic background and credentials, including an earned PhD, or highest degree in their chosen academic field.
• A successful record of academic leadership based on a combination of scholarly accomplishment and executive experience, or substantial leadership and career accomplishments with an understanding of and commitment to higher education.
• The demonstrated ability to attract and retain a superb diverse and inclusive faculty, student body, and staff.
• A demonstrated commitment to diversity, equity, and inclusion that results in strong and positive relationships with individuals from a wide variety of backgrounds, perspectives, and experiences.
• The demonstrated ability to shape and lead the University with a compelling vision for a large, complex, multi-stakeholder institution.
• A demonstrated commitment to effective communication and collaborative work with a variety of partners, including faculty, staff, students, alumni, donors, and community leaders.
• A highly communicative and transparent leadership style that fosters an environment of trust, excitement, and high morale among faculty, students, staff, and the University community.
• The demonstrated ability to build institutional excellence, especially in the University’s core functions of instruction, research, and scholarship.
• A demonstrated commitment to scholarly and creative excellence, including the distinctive contributions of all the colleges and schools comprising this diverse, comprehensive Research 1 University.
• A demonstrated commitment to the teaching mission of this public research University in a rapidly changing world, including support for technology-enhanced teaching and learning.
• The commitment to represent the mission and opportunities of the University and the willingness to provide national and global leadership in higher education.
• A demonstrated record of exemplary personal values and a track record of values-based decision-making.
• A work ethic that prioritizes shared governance, integrity, and transparency as core values that shape all campus processes and decision-making.
• The demonstrated ability to communicate persuasively in public and private settings.
• The demonstrated ability to develop excellent relations with all University stakeholders.
• The demonstrated ability to establish an effective leadership team.
• The demonstrated ability to think creatively and strategically while demonstrating an entrepreneurial spirit and a willingness to take risks.
• The demonstrated ability to increase resources including engaging productively with donors and securing large gifts.
• The demonstrated ability to effectively navigate politically sensitive matters and experience working with local, state and national governments.
• A proven record of experience with budgetary decision-making, framed by the financial issues currently facing public research universities.
• A proven record in fundraising, advancement activities, and alumni relations and a capacity for cultivating a broad range of stakeholders.
• A demonstrated commitment to environmentally sustainable campus operations and responsible stewardship of natural resources and the environment.

About the University

George Mason University was established in 1957 as the Northern Virginia branch of the University of Virginia and became an independent public university in 1972. In the decades since, it has sustained an exceptional growth trajectory. It is now a major national research university with a proven record of access to excellence and a strong commitment to diversity and inclusion. In 2016, the University achieved a Carnegie Tier 1 research designation.

With a motto of “Freedom and Learning” and the mission to be an innovative and inclusive academic community committed to creating a more just, free, and prosperous world, Mason is an expansive, thriving intellectual hub in the Washington, D.C., metro area. As enrollment now exceeds 38,000 students from 130 countries and 50 states, Mason continues to grow. Mason is responsible for 64% of the net enrollment growth in Virginia public universities over the last eight years. With three Northern Virginia campuses and an international campus near Seoul, South Korea, Mason’s location just outside the nation’s capital provides exceptional opportunities for the university to engage the U.S. government, international organizations, and major corporations in a myriad of industries. gmu.edu/about-mason

Mason has embarked on an aggressive campaign to become the best university for the world through the implementation of 12 ambitious strategic goals that deliver on values and priorities, including innovating learning, a strong return on investment, a University community thriving together, and the production of research of consequence. One example of success with these goals can be seen in the similarity of graduation rates of students irrespective of sociodemographic backgrounds, an award-winning undergraduate research program (Students as Scholars), and the path-breaking ADVANCE partnership with Northern Virginia Community College to facilitate community college students transition into the University.

A summary of significant accomplishments in recent years is as follows:

Graduates
• The 2019 Spring Commencement ceremony recognized the largest and most diverse graduating class in University history. The 9,296 degree earners represented 81 countries
and 48 states. Nearly half of the 6,000 undergraduates were from minority populations, the highest percentage in University history.

- Mason continues to lead in graduating more STEM degrees than any other university in the state—34 percent of undergraduate and 26 percent of master’s and doctoral students received degrees in science, technology, engineering, and mathematics (STEM) fields.
- With a 70% six-year graduation rate, Mason far exceeds the national average.

**Research**

- As of April 2019, sponsored research expenditures were at $149 million.
- Mason is the eighth-highest recipient of funding from the National Endowment for the Humanities in the past decade, receiving almost $6 million.
- Approximately 50 research centers and institutes chartered at the University consistently produce groundbreaking scholarship.
- Multidisciplinary research teams thrive at Mason, allowing the University to leverage the power of collaboration across multiple disciplines to produce broad-reaching scholarship and pathways for innovation.

**Faculty Excellence**

- Drawing prominent scholars, Mason’s outstanding faculty has received grants and awards from the Guggenheim Foundation, the Templeton Foundation, the National Science Foundation, the National Endowment for the Arts, and the National Endowment for the Humanities. They have won numerous awards such as Fulbright Scholar grants, Pulitzer Prizes, Mellon Fellowships, Institute of Electrical and Electronics Engineers Centennial Medals, and Nobel Prizes.
- More than 47 endowed chairs at the University have also brought many internationally renowned artists and scholars to campus.

**Alumni Success**

- Eighty-two percent (82%) of the class of 2018 reported being in positions related to their career goals within six months of graduation.
- The median first year salary (plus bonus) for full-time employment of recent alumni is $61,100.
- Alumni have made an impact on the world through many industries as well as their entrepreneurial endeavors. Recent alumni include astronauts, Broadway performers, prize-winning authors, medical researchers, and public officials.

**Accessible Pathways**

- The path-breaking initiative, the ADVANCE Program, has enrolled approximately 600 students across more than 100 pathways.
- At the conclusion of the 2018-19 academic year, 17,287 students had taken at least one course 100% online, with 3,312 completing most of their courses 100% online. There are currently 8 undergraduate and 21 graduate programs offered fully online.
• In 2017, Mason entered into a 10-year agreement with John Wiley & Sons Inc. that has expanded the scope of Mason’s online graduate programs and strengthened the University’s commitment to providing transformative educational opportunities for working adults and nontraditional students.

Global Engagement
• Students have the opportunity to study abroad during each academic term and in winter break. In 2017-18, 1,492 (4%) students studied in 61 countries.
• Launched in 2018, students can participate in the Global Gateway program in one of eight countries during their second semester at Mason. This experiential learning model offers the experience of living abroad while still taking Mason classes and studying with Mason students. The Gateway curriculum is specially designed to allow students to satisfy many of their freshman core requirements, while taking advantage of local expertise.

Student Success
• Forty-seven Mason students took part in the National Conference on Undergraduate Research from April 10-13, 2019, at Kennesaw State University in Georgia. The conference is regarded as the nation’s most prestigious undergraduate research event.
• A record number of Mason students earned prestigious awards this year. These include eight Fulbright Scholars, seven finalists for the Presidential Management Fellowships (the U.S. Government’s most elite pathway to senior-level careers in public service), five Critical Language Scholarships, three Goldwater Scholarships (the highest number ever awarded to Mason students), three National Science Foundation Graduate Research Fellowships and the National Institutes of Health Ruth L. Kirschstein Grants, and one award each from the Truman Scholarship and the Udall Scholarship.

Facilities
• Mason began as a campus with six rooms. Half a century later, it spans nearly 900 acres and four campuses.
• In recent years, Mason has invested more than $600 million in capital projects.

Rankings
• Mason has 12 graduate programs ranked among the top 50 in their categories by U.S. News & World Report. Leading the way are the security studies program in the Schar School of Policy and Government, which was ranked No. 2, and the part-time JD program at the Scalia Law School, ranked No. 4.
• Mason surpassed many of the Virginia doctoral universities in diversity of full-time instructional faculty and, currently, ranks third of seven in the commonwealth.

2019-20 Budget

The total University budget for FY 2020 is projected to be in excess of $1 billion. The Board of Visitors approved budget reflects Mason’s unwavering commitment to providing Commonwealth of Virginia residents access to a world-class research university in an innovative learning environment. The University has recently deployed a modified Responsibility-Centered
Management (RCM) financial model, providing colleges and schools with substantial financial flexibility. This budget model affords opportunities for the University to invest in priorities, such as expanding financial aid, interdisciplinary research collaboration, and enhancing teaching and learning with technology using an incentive-based design.

Fairfax Campus

Mason's Fairfax location, the original campus, is the principal center for undergraduate studies, with residence halls that house more than 6,000 students. The campus, on 677 wooded acres within 25 minutes of downtown Washington, D.C., offers academic programs in nine colleges and schools: College of Education and Human Development, College of Health and Human Services, College of Humanities and Social Sciences, College of Science, College of Visual and Performing Arts, Schar School of Policy and Government, School for Conflict Analysis and Resolution, School of Business, and Volgenau School of Engineering.

The campus houses three student centers, three recreation/athletic facilities, the Center for the Arts (a performing arts center), two makerspaces and a state-of-the-art library along with several new or recently remodeled facilities designed to accommodate the University’s rapidly changing student population.

Currently, the College of Health and Human Services is well on its way to formally transitioning to a college of public health, and the University is studying the feasibility of adding a medical school to its Science and Technology Campus. In fall 2018, Mason was named one of the top 150 universities in the nation by U.S. News & World Report and one of the top 95 in the nation by Shanghai Ranking Consultancy’s Academic Ranking of World Universities. gmu.edu/about-mason

This year also marked the start of construction on the Core Campus Project, which includes a state-of-the-art, six-story, 218,000-square-foot building with classrooms, office space, meeting rooms, and community space. gmu.edu/about-mason/location-fairfax-campus

Arlington Campus

Mason's Arlington Campus, in the Virginia Square neighborhood of Arlington County near Washington, D.C., focuses on graduate and professional programs.

The campus offers courses from the Antonin Scalia Law School, Schar School of Policy and Government, School for Conflict Analysis and Resolution, School of Business, College of
Humanities and Social Sciences, College of Visual and Performing Arts, and College of Education and Human Development.

The campus also houses the Executive and Professional Education division, which provides classes and specialized training for individuals and organizations in such fields as certified financial planning, project management, cybersecurity, paralegal, facilities management, business analysis, information technology, business management, government contracting, and risk management. The location's proximity to the nation's capital also enhances students' ability to secure internships, attend professional gatherings, and pursue job opportunities. arlington.gmu.edu

Science and Technology Campus

Mason's Science and Technology Campus in Manassas is in Innovation Park, the largest research business park in Northern Virginia, home to technology companies and government agencies conducting cutting-edge research. It is also the site of the Hylton Performing Arts Center. Research and academic courses offered on the 134-acre campus include programs from the College of Education and Human Development's School of Recreation, Health, and Tourism; the Volgenau School of Engineering; and the College of Science.

The modern classrooms and labs have been designed specifically to ensure courses prepare students to be leaders in their fields of study. Library resources and meeting spaces are also housed on this campus, along with some graduate student housing. The campus also features the Freedom Aquatic & Fitness Center, which offers recreational, educational, social, and cultural programs and activities. scitechcampus.gmu.edu

South Korea Campus

The Mason Korea Campus in Songdo, South Korea, welcomes students from around the world. They receive the same degrees they would earn at Mason’s Virginia campuses. Undergraduate students admitted through Mason Korea spend their sixth and seventh semesters at the Fairfax Campus. They can earn degrees in Management, Accounting, Finance, Economics, Global Affairs,
Conflict Analysis and Resolution, Computer Game Design, Curriculum and Instruction (graduate degree), and Systems Engineering.

All courses are taught by Mason-credentialed instructors, including senior Mason faculty who come from the United States to teach and conduct research. Other faculty members are from around the world, bringing an international perspective to the classroom.

The campus is about 25 miles from Seoul and a 20-minute shuttle ride from Seoul Incheon International Airport. Mason shares this facility with branches of the University of Utah, the State University of New York (SUNY), and Ghent University. masonkorea.gmu.edu

Accreditation

Mason is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award baccalaureate, masters, doctoral, and first-professional degrees. For more information, visit provost.gmu.edu/administration/academic-program-approval-and-review/accreditation

Nomination & Application Process

Salary

The salary is competitive and commensurate with qualifications and experience.

How to Apply

Greenwood/Asher & Associates, Inc. is assisting the Board of Visitors and the Mason University community in the search for the eighth president of George Mason University. Applications and nominations are now being accepted.

Screening of applications will begin immediately and continue until an appointment is made. Individuals are encouraged to submit applications before November 15, 2019. Application materials should include a letter addressing how the candidate's experience and skills match the position requirements, a résumé/CV, and contact information for at least five references. Individuals wishing to nominate a candidate should include the name, position, address, and telephone number of the nominee. A letter addressing how the candidate's experiences match the position requirements is recommended.

Inquiries, nominations and application materials should be directed to:

Jan Greenwood, Partner
Julie Holley, Senior Executive Search Consultant
For more information on George Mason University, please visit gmu.edu and presidentialsearch.gmu.edu

George Mason University is an equal opportunity/affirmative action employer, committed to promoting inclusion and equity in its community. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, age, disability or veteran status, or any characteristic protected by law.