Georgia Institute of Technology

Executive Vice President for Research

Leadership Profile

September 2024

WittKieffer

Executive Summary

The Georgia Institute of Technology seeks a strategic, innovative, and collaborative leader to serve as its next Executive Vice President for Research. Applications, inquiries, and nominations are invited.

The Georgia Institute of Technology ("Georgia Tech", "The Institute" or "Institute") is a top-ranked public research university situated in the heart of Atlanta, a diverse and vibrant city with numerous economic and cultural strengths. The Institute serves more than 50,000 students through top-ranked undergraduate, graduate, and executive programs in engineering, computing, science, business, design, and liberal arts. Georgia Tech's faculty attracted $1.37 billion in research awards this past year in fields ranging from biomedical technology to artificial intelligence, energy, sustainability, semiconductors, neuroscience, and national security. Georgia Tech ranks among the nation's top 20 universities for research and development spending and No. 1 among institutions without a medical school.

An international leader in managing the global transition from an industrial economy to an information economy, Georgia Tech is a leading research performer. As a top R1 research university, Georgia Tech is shaping the future of basic and applied research by pursuing creative solutions to the world's most pressing problems. Teams from all seven Georgia Tech colleges, nine interdisciplinary research institutes, the Georgia Tech Research Institute, the Enterprise Innovation Institute, and hundreds of research labs and centers, work side by side to transform ideas into tangible results for their partners in federal and state agencies, companies, and private organizations. The Institute contributed $5.3 billion in direct economic impact to the state of Georgia in FY 2023 (the highest of any university in the state), driving innovation and progress at regional, national, and international levels. The Institute recently took occupancy of Coda, a first-of-its-kind, mixed-use facility in the heart of Tech Square, designed to create opportunities in interdisciplinary research, commercialization, and sustainability, and led a public-private partnership to develop Science Square Labs, an advanced commercial facility to support research and innovation in biotechnology and the life sciences.

The Georgia Tech Research Institute (GTRI) is the applied research division of the Georgia Institute of Technology. Founded in 1934 as the Engineering Experiment Station, GTRI has grown to more than 2,900 employees, supporting eight laboratories in over 20 locations around the country, and conducting more than $940 million of problem-solving research annually for government and industry. GTRI's renowned researchers combine science, engineering, economics, policy, and technical expertise to solve complex problems for the U.S. federal government, state, and industry.

As a direct report to President Ángel Cabrera, and in close partnership with the Provost, the EVPR serves as the chief research officer and provides overall leadership for the Institute's research, economic development, and sponsored activities, including the GTRI, Enterprise Innovation Institute, nine interdisciplinary research institutes (IRIs), and related research administrative support units. The EVPR has seven direct reports and serves as part of the Executive Leadership Team with the President; Provost and Executive Vice President for Academic Affairs; the Executive Vice President for Administration and Finance; and the Senior Vice President of Strategic Initiatives and Chief of Staff.

The new EVPR will play a vital role in growing research at Georgia Tech that aligns with the Institute's strategic plan and its recently released four Big Bets. This growth is expected to further distinguish Georgia Tech as a place of world-class excellence with a strong commitment to compliance and research security. Likewise, through entrepreneurship, innovation, and multi-stakeholder partnerships, Georgia Tech will significantly amplify its impact on the people of Atlanta, the State of Georgia, and the nation. The next EVPR will further develop and strengthen the infrastructure required to support a $1.37 billion enterprise that continues to grow at a rapid pace. They must also cultivate and grow partnerships with the stakeholders across campus, with the Georgia Research Alliance,

the University System of Georgia, and corporate and industry partners, as well as government agencies at the state and national level.

A terminal degree in an appropriate discipline represented within the Institute is required as is an appreciation and experience at the interface between liberal arts and science and technology. Significant experience in research leadership within higher education, government, and/or industry is required as is the ability to obtain a U.S. Security clearance. The next EVPR must be deeply committed to collaboration and interdisciplinary research in support of advancing technology to improve the human condition.

To apply, submit a nomination or express personal interest in this position, please see Procedure for Candidacy at the end of this document.

Opportunities and Expectations for Leadership

Georgia Tech's research enterprise is on a remarkable growth trajectory. In 2019, at the start of President Cabrera's tenure, the Institute had $834 million in research expenditures; the Institute's strategic plan calls for doubling research from the 2019 level to $1.7 billion by 2030. The new EVPR will play a vital role in achieving this goal and will do so in a way that further distinguishes Georgia Tech for its world-class research excellence, while achieving an exceptional level of compliance and research security. Likewise, through entrepreneurship, innovation and partnerships, Georgia Tech will significantly amplify the impact of its research benefiting the people of Atlanta, the State of Georgia, and across the globe.

To achieve these ambitious goals, the EVPR will be expected to advance the following priorities:

Grow research at Georgia Tech consistent with the Institute's strategic plan

- Bring together multidisciplinary groups of faculty from across the Institute to dream big and coalesce around bold, new ideas to strengthen or build new research initiatives and attract unprecedented levels of research investment. Continually look to the future to identify and anticipate the next big ideas and ensure the centers, teams, and support is in place to capitalize on those ideas.

- Motivate, support, and unleash the tremendous talent and creativity across the Institute by creating the conditions for all academic disciplines to lead and contribute to research and development activities best suited to their strengths and priorities.

- Support the needs of the wide range of research at the Institute from basic to applied, with an increasing emphasis on commercialization.

- Leverage the strength of GTRI to increase collaborations with Institute faculty and enhance Georgia Tech's impact in AI, energy, space, medical innovation, and other key areas.

- Create mechanisms to further support and incentivize interdisciplinary, multi-disciplinary, and transdisciplinary research that engages faculty from across the Institute to elevate Georgia Tech's profile.

- Engage effectively with the IRI directors, deans, associate deans of research, school chairs, and other leaders to achieve the Institute's research goals.

- Support and empower faculty at all levels, including the extensive cadre of research faculty.

- Actively seek to diversify Georgia Tech's research portfolio by increasing support from industry, federal agencies, foundations, private philanthropists, and others.

Create even greater impact for Georgia Tech state-wide, regionally, nationally, and across the world

- Contribute significantly to Georgia Tech's goal of building an international hub for innovation, creativity, and entrepreneurship. Leverage current resources such as the Enterprise Innovation Institute, Tech Square, and the Scheller College of Business, and develop others. Lead a vibrant entrepreneurship ecosystem.

- Leverage Georgia Tech's worldclass expertise to strengthen Georgia Tech's role as an institutional anchor and address issues and problems experienced by the people of Atlanta, Georgia, the Southeast and beyond; enable and support more community-engaged research with new paradigms.

- Develop a stronger connection between Georgia Tech and policy and science solutions. Position Georgia Tech as a thought leader by shaping and leading forward-looking national and international discussions that influence policy makers and help guide policies. Serve as an honest broker in bringing the facts to national and global discussions where Georgia Tech has world class expertise.

Lead, manage, and strengthen a rapidly growing research enterprise

- Further develop and strengthen the infrastructure required to support a research enterprise that continues to grow at a rapid pace.

- Support and empower an already strong team of direct reports; leverage the talent, structure, and resources of the EVPR's office to execute strategy.

- Create greater operational efficiencies around core administrative systems and processes including research administration, human resources, and budgeting, among others; clarify roles, responsibilities, and expectations to streamline, reduce redundancies, and reduce friction in systems.
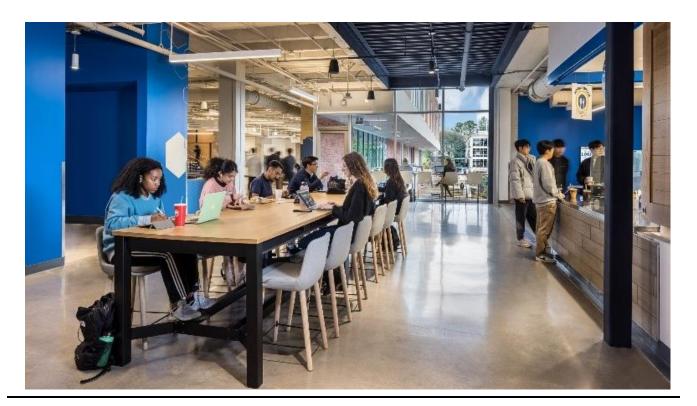
Elevate compliance and research security mechanisms

- Support the entrepreneurial spirit at Georgia Tech while ensuring the Institute has the compliance and research security processes, procedures, and infrastructure necessary to support a rapidly growing research enterprise.

- Transform and scale compliance and research security functions.

- Collaborate with leadership and teams in legal, human resources, IT, and others to ensure a coordinated, integrated approach to shared accountability.

- Ensure comprehensive training of faculty and staff.

- Communicate proactively with government agencies and sponsors to understand and mitigate risks.

Cultivate and grow partnerships to advance mutual research goals

- Work with the Georgia Research Alliance and partners across the University System of Georgia and within the system office to advance research.

- Strengthen corporate engagement to create new research, development, workforce training, and executive education opportunities; reduce barriers to conducting industry-sponsored research.

- Continue to expand Tech's engagement with HBCUs, other MSIs, and Tribes.

- Create and expand multi-stakeholder partnerships and leverage opportunities inherent in public-private partnerships.

- Engage with Emory and other universities, Children's Healthcare of Atlanta, CDC, and other institutions across Atlanta; work effectively with the national laboratories and NGOs; engage private philanthropists.

Professional Qualifications and Personal Qualities

Academic Background

- A terminal degree in a discipline represented within the Institute is required, as are credentials which merit faculty appointment at the Tenured Professor or Principal Research Faculty level (as outlined in the Georgia Tech Faculty Handbook).

- Appreciation and experience at the interface between liberal arts, business, science, and technology.

Security Clearance

- The ability to obtain a U.S. Security clearance is required.

Leadership and Management

- Significant job-related experience in research within higher education, government, and/or industry with demonstrated success in transition and adoption of research results as required.

- Ability to represent the research vision, strategies, goals, and needs of the enterprise nationally, internationally, and to the executive leadership of the university.

- Significant leadership experience in research and grant administration; significant experience in the development of cross-disciplinary research ventures; and demonstrated experience with interpreting and managing complex agreements and authoring successful extramural research initiatives.

- Experience building cohesive, high-performing teams that complement their own strengths and weaknesses.

- Understanding of the needs of research faculty— from early career to senior level — and ability to effectively support their research, goals, and objectives.

- Demonstrated ability to foster strong partnerships and collaborations with deans, administrators, and faculty, as well as government, industry, community constituents, and other research enterprises.

- Significant leadership experience in research, contracts, and grant administration; evidence of innovative leadership in creating strategic research plans; developing faculty researchers; and achieving research goals.

- Demonstrated evidence of a commitment to and leadership in a university community that values broad access to its research enterprise with a stated dedication to inclusive excellence.

- A strong commitment to fully realizing Georgia Tech's research potential in strengthening research connections with local, national, and international communities and scholars.

Research, Policy, and Economic Development

- Documented record as a principal investigator of large, competitive federal or similar research grants.

- An understanding of contemporary public higher education and the development of research infrastructure and enterprises.

- Knowledge and understanding of federal, state ,and regional regulations and research compliance policies, procedures, and requirements.

- Experience in policy setting and decision making in the research enterprise context; the desire to participate in leading and influencing the national and global research agenda by participating in AAU leadership discussions, and advising Congress, among other activities.

- Ability to foster research while maintaining the highest integrity and commitment to compliant research activities.

- Informed perspective about federal agencies, federally sponsored programs, intellectual property, technology transfer, and commercialization in the university environment.

- Ability to quickly come up to speed in gaining knowledge of the State of Georgia, its activities, and leaders in the business, government, and education sectors; an understanding of the important role of economic development within higher education in the state, region, and nation.

- An understanding and appreciation for the relationship between research and entrepreneurship; the ability to unify diverse stakeholder groups in fostering an environment that promotes effective strategies and partnerships geared toward innovation. The ability and strong desire to lead a vibrant entrepreneurship ecosystem.

Setting and Executing Strategy

- The ability to design, articulate, and implement an inspiring, forward-looking, and transformative vision that leverages the Institute's strengths and builds upon its strategic plan.

- A commitment to data-informed decision-making and ability to align others with overall strategy and goals.

- Demonstrated experience overseeing and launching successful large-scale strategic projects, including managing change, setting and implementing strategy, and facilitating stakeholder engagement.

Budgeting and Financial Management

- Ability to interpret budgets and implement effective institutional budgeting and fiscal management strategies.

Communication and Interpersonal skills

- Excellent communication skills with a demonstrated ability to listen to a variety of constituent groups, synthesize input, make decisions, and share information broadly to build consensus and support for action.

- Strong interpersonal and conflict resolution skills; ability to lead, either directly or through the application of persuasive influence.

- Ability to relate effectively to a wide variety of people of diverse backgrounds, including an understanding and respect for community members of all identities.

- Excellent management, organization, planning, supervisory, and problem-solving skills.

About Georgia Institute of Technology

Overview

Georgia Tech prides itself on its technological resources, collaborations, high-quality student body, and its commitment to building an outstanding and diverse community of learning, discovery, and creation. We strongly encourage applicants whose values align with our institutional values, as outlined in our Strategic Plan. These values include academic excellence, diversity of thought and experience, inquiry and innovation, collaboration and community, and ethical behavior and stewardship. Georgia Tech has policies to promote a healthy work-life balance and is aware that attracting faculty may require meeting the needs of two careers.

About Georgia Tech

Georgia Tech is a top-ranked public research university situated in the heart of Atlanta, a diverse and vibrant city with numerous economic and cultural strengths. The Institute serves more than 50,000 students through top-ranked undergraduate, graduate, and executive programs in engineering, computing, science, business, design, and liberal arts. Georgia Tech's faculty attracted $1.37 billion in research awards this past year in fields ranging from biomedical technology to artificial intelligence, energy, sustainability, semiconductors, neuroscience, and national security. Georgia Tech ranks among the nation's top 20 universities for research and development spending and No. 1 among institutions without a medical school.

Georgia Tech's Mission and Values

Georgia Tech's mission is *to develop leaders who advance technology and improve the human condition*. The Institute has nine key values that are foundational to everything we do:

- Students are our top priority.
- We strive for excellence.
- We thrive on diversity.
- We celebrate collaboration.
- We champion innovation.
- We safeguard freedom of inquiry and expression.
- We nurture the wellbeing of our community.
- We act ethically.
- We are responsible stewards.

Over the next decade, Georgia Tech will become an example of inclusive innovation, a leading technological research university of unmatched scale, relentlessly committed to serving the public good; breaking new ground in addressing the biggest local, national, and global challenges and opportunities of our time; making technology broadly accessible; and developing exceptional, principled leaders from all backgrounds ready to produce novel ideas and create solutions with real human impact.

The University System of Georgia Core Values Statement

The University System of Georgia is comprised of our 26 institutions of higher education and learning as well as the System Office. Our USG Statement of Core Values are Integrity, Excellence, Accountability, and Respect. These values serve as the foundation for all that we do as an organization, and each USG community member is responsible for demonstrating and upholding these standards. More details on the USG Statement of Core Values and Code of Conduct are available in USG Board Policy 8.2.18.1.2 and can be found on-line at https://www.usg.edu/policymanual/section8/C224/#p8.2.18_personnel_conduct.

Additionally, USG supports Freedom of Expression as stated in Board Policy 6.5 Freedom of Expression and Academic Freedom found on-line at https://www.usg.edu/policymanual/section6/C2653.

Office of the Executive Vice President for Research

The Executive Vice President for Research (EVPR) directs Georgia Tech's portfolio of research, development, and sponsored activities. This includes leadership of the Georgia Tech Research Institute (GTRI), the Enterprise Innovation Institute, nine Interdisciplinary Research Institutes (IRIs) and numerous associated research centers, and related research administrative support units: commercialization, corporate engagement, research development and operations, and research administration. The Office of the EVPR organizational chart can be found here: EVPR Office Organizational Chart. The EVPR has served as convener of the Commission on Research Next, which outlined a comprehensive strategy for accelerating research at Georgia Tech.

Georgia Tech routinely ranks among the top U.S. universities in volume of research conducted. In 2023, the Institute ranked 17th nationally in research and development expenditures in the Higher Education Research and Development (HERD) Survey by the National Science Foundation. The two previous years, Georgia Tech had been ranked 20th. Georgia Tech was also ranked No. 1 among universities without a medical school — a major accomplishment, as medical schools account for a quarter of all research expenditures nationally.

Georgia Tech Research Institute

The Georgia Tech Research Institute (GTRI) was founded in 1934 to help jump-start Georgia's struggling economy during the Great Depression. Initially known as the Engineering Experiment Station (EES), the original focus was on applied technology applicable to engineering, manufacturing, agriculture, and industry, but evolved during the Cold War to a primary focus on technology for national security.

In 1995, GTRI was designated a University Affiliated Research Center (UARC) by the Director of Defense Research and Engineering (DDR&E), Office of the Secretary of Defense (OSD). GTRI's core competencies under the UARC designation focus primarily on offensive & defensive missile weapon systems, networks, information, and communications systems, cyber operations, and associated and supporting functional technologies.

Eighty-nine years since our founding, GTRI employs over 2,900 employees across three directorates, eight laboratories, 15 support units, and 22 locations around the country, performing more than $940 million of problem-solving research annually for government and industry. GTRI leverages the science and engineering bases of Georgia Tech to enhance the impact of their collective research output. Collaboratively, GTRI advances technology and provides innovative solutions to:

- Serve national security
- Enhance State of Georgia economic development
- Improve the human condition
- Educate future technology leaders

Leadership

Ángel Cabrera, President

Ángel Cabrera is the 12th president of the Georgia Institute of Technology. One of America's leading research universities, Georgia Tech serves more than 50,000 students through top-ranked graduate and undergraduate programs ranging from engineering and science to business, computing, design, and liberal arts, and receives $1.37 billion in annual research awards.

Under Cabrera's leadership, more than 5,700 members of the Georgia Tech community contributed to a new 10-year strategic plan that launched in November 2020. The plan is grounded on a new mission statement that reaffirms Tech's commitment to "developing leaders who advance technology and improve the human condition."

As president during the Covid-19 pandemic, Cabrera led the Institute through one of the most critical times in its history to break records in student applications and enrollment, graduation rates, and research awards. Today, Georgia Tech is one of the fastest growing and most research-intensive universities in the nation.

Cabrera came to Georgia Tech on Sept. 1, 2019, after serving for seven years as president of George Mason University (GMU) in Virginia. During his presidency, GMU joined the top tier of research universities in the Carnegie Classification and was the fastest growing institution in the state. Before leading GMU, Cabrera was president of the Thunderbird School of Global Management, now part of Arizona State University, and dean of IE Business School in Madrid.

As a business educator, Cabrera has played a key role in advancing professional ethics, internationalization, and corporate social responsibility. In 2007, while serving as a senior advisor to the United Nations Global Compact, he was the lead author of the "Principles for Responsible Management Education" (PRME). A United Nations–supported initiative that advances sustainable development through management education, PRME has been adopted by over 800 schools worldwide. He is also a co-founder of the University Global Coalition, a global network of universities working in partnership with the United Nations in support of its Sustainable Development Goals.

Cabrera has been named a "Young Global Leader" by the World Economic Forum, a "Star of Europe" by Bloomberg Businessweek, a "Henry Crown Fellow" by the Aspen Institute, and a "Great Immigrant" by the Carnegie Corporation of New York. He has received honorary degrees from Miami Dade College and Universidad Politécnica de Madrid.

Cabrera serves on the boards of the National Geographic Society, Harvard College Visiting Committee, Atlanta Committee for Progress, Metro Atlanta Chamber, and Bankinter Innovation Foundation in Spain. He has served

on the board of the Federal Reserve Bank of Richmond, the advisory boards of Georgia Tech and Instituto Tecnológico de Monterrey, and the corporate boards of three public companies.

Cabrera earned his M.S. and Ph.D. in psychology and cognitive science from Georgia Tech, which he attended as a Fulbright Scholar. He also holds a B.S. and an M.S. in computer and electrical engineering from Universidad Politécnica de Madrid. His academic publications have been cited thousands of times, and he has been featured or quoted in leading media around the world.

He is married to management scholar and Georgia Tech classmate, Elizabeth. Their son, Alex, is a Georgia Tech graduate and currently a Ph.D. student at Carnegie Mellon University. Their daughter, Emilia, is a graduate of Harvard University. Cabrera is the first native of Spain to serve as president of an American university.

Atlanta, Georgia

Atlanta, Georgia, located in the geographic center of the Southeast, is the nation's 8th largest metropolitan area and has the world's most-traveled airport. The city of Atlanta is home to more than 490,000 people and over 6.1 million reside in the Atlanta metro area.

Metro Atlanta is a regional, national, and global center for business operations and is home to more than 137,000 businesses. With a gross domestic product (GDP) of $406 billion, Atlanta has the tenth-largest economy of cities in the U.S. and the 20th-largest in the world. Its economy is considered diverse, with dominant sectors in industries including transportation, aerospace, logistics, healthcare, news and media operations, film and television production, information technology, finance, and biomedical research and public policy.

Atlanta is truly a world-class city with living options that include the bustling downtown to the more rural areas a short distance away. There is something for everyone: Dining, culture, the arts, and professional, collegiate and amateur sports. With its delightfully mild, four-season climate and forested topography, it's no wonder that people continue to move there. A short drive from Atlanta includes natural wonders like Stone Mountain Park, Providence Canyon State Park and Lake Lanier. Atlanta is the gateway of the New South, offering a unique blend of big-city entertainment and Southern hospitality.

For those hoping for a more relaxed lifestyle, outside of Atlanta proper, there are many communities to fit one's particular lifestyle like Alpharetta, Marietta, Buford and Sandy Springs that provide easy access to Atlanta without the bustle of the city and beautiful scenery aplenty. The area surrounding Atlanta includes everything from

national parks (Kennesaw Mountain National Battlefield Park, Amicalola Falls), to beautiful lakes (Allatoona Lake, Lake Sidney Lanier), art museums, fine dining and world-class barbecue.

Atlanta's vibrant economic growth attracts hundreds of companies and thousands of well-educated job seekers annually. The area's high employment and strong, diverse industry base will ensure its continued record-setting growth. Metro Atlanta's openness has proven to be an alluring magnet for the world's foremost companies. Metro Atlanta ranks among the top five in the nation in net new job growth for the last decade, adding nearly 460,000 new jobs. Metro Atlanta is forecasted to be the third-largest job generator over the next decade.

One of Atlanta's oldest and most well-known companies, The Coca-Cola Company, made its start in Atlanta when Dr. John Pemberton, an Atlanta pharmacist concocted the Coca-Cola soft drink formula in a brass kettle in his backyard, trying to discover a headache tonic. The Coca-Cola Company was incorporated in Atlanta in 1888 and is now one of the top 100 companies in revenue in the United States. Turner Broadcasting and Cox Communications call Atlanta their corporate headquarters. In the 1970s and 80's, companies and organizations such as Home Depot, Georgia-Pacific and the American Cancer Society moved their headquarters to Atlanta – and the trend has continued with UPS, the world's largest shipper, ING Americas, Holiday Inn and InterContinental Hotels, CARE International, Philips Consumer Electronics, GE Energy, Porsche Cars North America, Novelis and Spectrum Brands (Rayovac Batteries) – all moving their headquarters to Atlanta in the last ten years.

Metro Atlanta is also home to the world-renowned U.S. Centers for Disease Control & Prevention, Arthritis Foundation, as well as several distinguished universities along with Georgia Tech including Emory University, and Morehouse School of Medicine.

https://discoveratlanta.com/
https://en.wikipedia.org/wiki/Atlanta
https://www.exploregeorgia.org/city/atlanta

Procedure for Candidacy

All applications, nominations and inquiries are invited. Applications should include, as separate documents, a CV or resume and a letter of interest addressing the themes in this profile.

WittKieffer is assisting Georgia Tech in this search. For fullest consideration, candidate materials should be received by Monday, November 11, 2024.

Applications, nominations, and inquiries can be directed to:

Suzanne Teer, Jessica Herrington, and Cathryn Davis

GeorgiaTechEVPR@wittkieffer.com

The Georgia Institute of Technology (Georgia Tech) is an Equal Employment Opportunity Employer. The University is committed to maintaining a fair and respectful environment for all. To that end, and in accordance with federal and state law, Board of Regents policy, and University policy, Georgia Tech provides equal opportunity to all faculty, staff, students, and all other members of the Georgia Tech community, including applicants for admission and/or employment, contractors, volunteers, and participants in institutional programs, activities, or services. Georgia Tech complies with all applicable laws and regulations governing equal opportunity in the workplace and in educational activities.

Georgia Tech prohibits discrimination, including discriminatory harassment, on the basis of race, ethnicity, ancestry, color, religion, sex (including pregnancy), sexual orientation, gender identity, gender expression, national origin, age, disability, genetics, or veteran status in its programs, activities, employment, and admissions. This prohibition applies to faculty, staff, students, and all other members of the Georgia Tech community, including affiliates, invitees, and guests. Further, Georgia Tech prohibits citizenship status, immigration status, and national origin discrimination in hiring, firing, and recruitment, except where such restrictions are required in order to comply with law, regulation, executive order, or Attorney General directive, or where they are required by Federal, State, or local government contract.

More information on these policies can be found here: https://www.usg.edu/policymanual/section6/c2714.