



# Position Specification

Georgia Institute of Technology

Vice President, Enterprise Innovation Institute (EI2)

Private and Confidential

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### Our Client

The Enterprise Innovation Institute (“EI2,” pronounced “E-I-Squared”) began as an industrial extension program at the Georgia Institute of Technology (“Georgia Tech” or “the Institute”) in 1960 and has since grown and evolved into the largest public university economic development program in the United States. Today, EI2 is Georgia Tech’s primary business outreach organization and serves as the key vehicle to achieve Georgia Tech’s goal of expanded local, regional, and global outreach for economic impact. In 2019, its programs served 9,599 businesses, communities, and entrepreneurs leading to startup investment capital exceeding \$456 million and the creation or retention of 16,304 jobs. In 2019, EI2’s total annual financial impact exceeded \$2.96 billion. EI2 is a critical piece of Georgia Tech’s strategy to become a leading global engine of innovation, entrepreneurship, and opportunity.

EI2 includes over 150 extension faculty and staff, and over 16 branded economic development programs. EI2 programs span from technology commercialization, entrepreneurial and startup company development, to manufacturing extension services and community economic development. In addition, EI2 provides connections to Georgia Tech’s vast resources, including world-class research, state-of-the-art facilities, internationally recognized experts, and students. When compared to counterparts at other universities, EI2 is unique because it brings all of these areas of expertise into a single organization and connects clients to more than one program or service to meet individual needs. EI2 is organized to leverage the technology and talent of Georgia Tech through innovation in commercialization, entrepreneurship, and extension services for the benefit of society.

EI2 has broad and well-recognized experience in supporting all elements of an innovation ecosystem, including faculty commercialization, incubation, acceleration, student entrepreneurship, industry recruitment, and proof-of-concept centers. EI2 has won many prestigious grants such as the U.S. Economic Development Administration Innovation and Jobs Accelerator initiatives, which have led to two new commercialization gap programs for Georgia Tech’s ecosystem. The EI2 technology business incubator, Advance Technology Development Center (“ATDC”), was named by Forbes as one of the “Top 12 Business Incubators Changing the World.”

### EI2 Mission

EI2’s mission is to increase the competitiveness of enterprises in Georgia through the application of science, technology, and innovation. Through the expertise of EI2’s staff and faculty, who have years of practical hands-on experience; connections to Georgia Tech resources; and statewide partners, EI2 is able to add tremendous organizational value to the efforts of its clients.

For additional detail about EI2, see: <https://innovate.gatech.edu/>

### The Role

Reporting to the Executive Vice President for Research (EVPR), the Vice President, Enterprise Innovation Institute (VP-EI2) serves as the *Chief Economic Development Officer* for the Georgia Institute of Technology through oversight of the EI2. In consultation with the EVPR and Georgia Tech leadership, the

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VP-EI2 leads the strategic direction of the EI2 through maintaining Georgia Tech's role as the public catalyst for entrepreneurship and business and industry outreach.

Overseeing an approximate annual budget of \$30M, EI2 is a non-academic unit, comprised of research faculty, administrative staff, and student personnel assigned to fulfil Georgia Tech's extension and service mission to the State of Georgia and beyond. This mission includes, but is not limited to, innovation-led economic development, entrepreneurship, start-up company incubation, as well as outreach and education to business/industry, higher education organizations, governments, and various communities.

**Specific responsibilities include:**

- Oversee all operational aspects of EI2. In alignment with Georgia Tech and the University System of Georgia policy, lead managerial, financial, and operational oversight of the Enterprise Innovation Institute, including financials, human resources, information technology, marketing/communications, and facilities/space management.
- Oversee activities of EI2 entrepreneurial support across the state, including the ATDC.
- Engage with the venture capital community and regional entrepreneur talent pool to create a network of resources benefiting faculty and programs at Georgia Tech.
- Oversee regional offices throughout the state that provide services to small and medium size enterprises, including the Georgia Manufacturing Extension Partnership (GaMEP).
- Maintain an advanced understanding of the direction of state and federal economic development policy and develop successful programmatic activities that benefit Georgia Tech, the State of Georgia, and beyond.
- Serve as *Chief Economic Development Officer* for Georgia Tech through advising and collaborating with Georgia Tech internal constituents. Internal constituents include, but are not limited to, the Executive Vice President for Research and other members of the President's cabinet; College Deans; faculty and staff; Georgia Advanced Technology Ventures (GATV); Office of Institute Relations; Georgia Tech Research Institute (GTRI); Georgia Tech Research Corporation; and the Office of Development.
- Develop and maintain positive relationships with relevant external constituents to advance EI2 mission and improve Georgia's economy. External constituents include but are not limited to business & industry leaders; the State's manufacturing community, especially small to mid-sized manufacturers; statewide entrepreneur & venture capital community; local community leaders and agencies. In coordination with the Office of Institute Relations engage with The Board of Regents, the University System of Georgia (USG), peer units within the USG, the General Assembly, and government stakeholders at the local, state and federal levels.
- Facilitate policy and economic analysis support for impact assessment of economic development programs administered through Georgia Tech.
- Participate in relevant committees and task forces. Represent Georgia Tech on economic development policy agenda forums and other related events with the University System of Georgia, state/federal agencies, local communities, etc.
- Travel as required on behalf of the Institute, including possible international travel.

**Candidate Profile**

The VP-EI2 will bring an outstanding professional record of achievement managing a technology-oriented economic development organization. Incumbent will possess a demonstrated track record of successful leadership in a decentralized, multiple stakeholder environment. Incumbent will be an advocate for economic development, commercialization, and entrepreneurship. Successful candidate will be a connector and a storyteller for and within Georgia Tech, quickly grasping EI2's unique strengths in extension services driving improved competitiveness of enterprises in Georgia, innovation, entrepreneurship, and incubation while navigating the dynamics and key stakeholders across the Institute and state. Successful candidate will be an agile leader who can work across different industries and disciplines (business, academic, community, and government) and collaborate with, influence, and manage diverse stakeholders. The VP-EI2 will be a strong general manager and possess a proven ability to manage complex organizations and lead large teams.

Successful candidate will have prior experience with extension services, incubation and economic development programs, particularly those with a strong R1 university presence. Incumbent will bring a demonstrated understanding of technology-based entrepreneurship, venture capital, and other sources of startup investment. An understanding of the current needs and challenges of small to mid-sized manufacturers is also required. Successful candidate will also have familiarity with commercial real estate management to advise and contribute to related projects for EI2 and Georgia Tech. Candidate for this role will not require prior experience specifically as an academic administrator, however he/she will need a strong understanding of overall academic administration.

The VP-EI2 will bring a strong vision for EI2 and rally the organization around it. Incumbent will bring a demonstrated commitment to diversity, equity, and inclusion and an ability to link this with the work of EI2. The successful candidate must be an outstanding collaborator, be able to inspire colleagues, and have a very high organizational EQ. Successful candidate must possess the ability to work with, and influence, across senior leadership teams in universities, industry, and the public sector. Candidate will also possess excellent interpersonal skills and high integrity, combined with an outstanding personal style that is characterized by executive level communication skills, transparency, trust, active listening, authenticity, persuasiveness, self-awareness, and intrinsic drive. The successful candidate will possess an overall passion for and deep understanding of an R1 university mission and its role in adding value to civil society and all its stakeholders.

The VP-EI2 will have at least ten years of senior management experience within a university, government agency, or industry. A bachelor's degree is required; an advanced degree (Master's or PhD) is preferred, but not necessary.

Performance and personal competencies required for the position:

**Setting Strategy**

- Creative thinker able to be forward thinking about how economic development is defined; able to create, expand, and augment an innovation ecosystem and similar initiatives and/or environments.
- Visionary and adept at identifying future opportunities to deploy the Institute's assets in partnership with industry, communities, and other relevant partners.
- Ability to recognize the needs of corporate and community partners, translate needs and opportunities for academic and/or research partners, with varying assets and capabilities across EI2 and Georgia Tech.
- Ability to effectively balance the desire/need for broad change with an understanding of how much change the organization is capable of handling, create and implement realistic goals that are achievable and successful.

**Executing for Results**

- Proven, hands-on leader with a growth mindset and ability to make connections and develop partnerships.
- Ability to operate in an academic setting where enfranchisement of multiple constituencies is required. Knowledgeable of and navigation skill in Institute's academic and administrative structure.
- Experience leading large teams, developing organizational structures, budgetary planning, expense oversight, HR, IT, and facilities management.
- Comfortable operating autonomously, managing executive relationships, and handling multiple projects effectively in a fast-paced environment.
- A leader who is viewed by others as having a high degree of integrity and forethought in their approach to making decisions; ability to act in a transparent and consistent manner while always taking into account what is best for the organization.

**Leading Teams, Relationships, and Influence**

- Strong executive presence that exudes integrity, transparency, and competence.
- High organizational EQ and agility with people. Strong influencer who naturally connects and builds strong relationships with others.
- Superior communication skills with an innate ability to "tell the story" of the organization.
- Comfortable managing ambiguity with a track record of success within complex and challenging situations. Politically savvy.
- Demonstrated commitment to diversity, equity, and inclusion, as well as the ability to build relationships and interact positively with a culturally diverse population of faculty, staff, alumni, and students.
- Demonstrated ability working with a collaborative leadership team committed to advancing the institutional mission and strategic plan.
- Proven management skills in establishing a team- and goal-oriented environment that empowers staff, promotes diversity of thought, and celebrates achievements.
- Ability to attract and recruit top talent, motivate the team, delegate effectively, celebrate diversity within the team, and manage performance; widely viewed as a strong developer of others.

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, 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.

### **Contact**

Inquiries and nominations are welcomed and encouraged. For more information, we invite you to call for a personal conversation with our search consultants:

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**Inquiries and documents are subject to disclosure under the Georgia Open Records Act.**