



Position Specification

Dean, College of Design
Georgia Institute of Technology

April 2021
Private and Confidential

Georgia Institute of Technology

The Georgia Institute of Technology (Georgia Tech) is one of the nation's top research universities, distinguished by its mission to develop leaders who advance technology and improve the human condition. A member of the prestigious Association for American Universities (AAU), Georgia Tech is proud to be ranked as one of *U.S. News and World Report's* top ten American public institutions, and the fourth most innovative. The Institute maintains an endowment of \$2.1 billion that propels its strategic efforts and future goals. The campus occupies more than 400 contiguous acres in the heart of the city of Atlanta, where nearly 40,000 undergraduate and graduate students are enrolled. Replete with exceptional resources—including an outstanding student body, faculty, and staff; strong partnerships with government, industry, and the professional community; and support from alumni and friends, Georgia Tech is designing a future of global preeminence, leadership, and service.

Understanding that technological change is fundamental to the advancement of all people, the Georgia Tech community—students, staff, faculty, and alumni—abide by the motto of "Progress and Service." Georgia Tech has become a leader in improving the human condition in Georgia, the United States, and around the globe by steadfastly pursuing its goal to provide effective, innovative teaching and learning—as well as advances in research and entrepreneurship—in all facets of society and sectors of industry. Georgia Tech continues to be ambitious and innovative in its pursuit of progress and service. The Institute recently embarked on its 2020-2030 strategic vision: "Inclusive Innovation for a Better Future." The strategic plan positions Georgia Tech to leverage its strengths and further distinguish it as a distinctively different kind of university. The ten-year plan consists of six focus areas: 1) amplifying impact, 2) championing innovation, 3) connecting globally, 4) expanding access, 5) cultivating well-being, and 6) leading by example.

Georgia Tech is recognized nationally and internationally as a leading research university. The Institute's research enterprise generates \$1.1 billion in sponsored research funding from the federal government and industry partners to support research, discovery, and innovation. As an institution that embraces change, Georgia Tech shows its commitment through the creation of the next generation of thinkers and leaders, the next breakthrough startup company, the next lifesaving medical treatment, and the discovery of the next groundbreaking opportunity for its students, alumni, faculty, and staff.

Georgia Tech offers an innovative education to an exceptional undergraduate and graduate student population. Undergraduates are 62% Georgia residents, 38% out-of-state residents, and 9% international residents. Over the past decade, Georgia Tech's enrollment has steadily increased. During this same time period, undergraduate applications have more than tripled, and graduate applications have doubled. To become even more effective in a rapidly diversifying world, Georgia Tech is aggressively recruiting underrepresented populations to continue to integrate its community, making it increasingly diverse and inclusive. Georgia Tech strives to enrich its education and campus experience with a more diverse student body; 11% and 16% of students in the incoming 2020 class are first-generation and underrepresented minorities, respectively.

The quality of the Georgia Tech educational experience is reflected in at least two important ways: consistently strong rankings by national publications and a highly regarded curriculum. All of its undergraduate programs award Bachelor of Science degrees. The Institute offers degrees through six colleges: Computing, Design, Engineering, the Ivan Allen College of Liberal Arts, Sciences, and the

Scheller College of Business. Georgia Tech also has more than 100 centers focused on interdisciplinary research that consistently contribute vital research and innovation to government and industry at home and abroad.

The College of Design

The College of Design enriches the Institute's culture of excellence and represents more than a century of design education at Georgia Tech. Students, faculty, and researchers in the College work across boundaries to anticipate the future of buildings and cities, develop new products and technologies, and to change the way people experience and compose/make music. The College unites research and technology to produce exemplary design work that spans disciplines in the Schools of Architecture, Building Construction, City & Regional Planning, Industrial Design, and Music.

The College of Design is further distinguished by its unique, hands-on problem-solving design studio approach to learning. The College's degree programs focus on the different ways people engage with the world. Emphasizing diverse human experiences—from consumer products to living in buildings and cities—the curriculum in the College of Design regularly incorporates technology to promote frontier methods of exploration, design, problem solving, and implementation of novel and inclusive applications. The College focuses on design and scholarship to produce innovative solutions and experiences at a variety of scales.

The College of Design has dedicated faculty and staff—53 tenured and tenure-track faculty, 40 non-tenure-track faculty, research scientists, and 35 staff—who teach and carry out its academic mission. The College employs an accomplished cohort of senior lecturers, professors of practice, and adjunct faculty drawn from Atlanta and across the country. The College has a state budget of \$13.5 million and an endowment of \$20 million. In fall 2020, the College enrolled just over 1,000 students. Its student body is comprised of 455 graduate and 548 undergraduate students in five schools:

School of Architecture: The [School of Architecture](#) uses the intersection between design and technology to teach technical competencies and to address the global and sustainable challenges of buildings, digital fabrication, and urban design. The School offers a Bachelor of Science in Architecture; a Master of Architecture; a Master of Science in Architecture; a Master of Science in Urban Design; a dual Master of Architecture and City & Regional Planning; a Ph.D. in Architecture; an architecture minor; and four certificates. The 2021 QS World Rankings ranked Georgia Tech 23rd in the world for architecture and built environment; this is 6th among universities in the U.S. The Master of Architecture degree is currently ranked 21st among the most admired architecture schools by *DesignIntelligence*.

School of Building Construction: The [School of Building Construction](#) extends the design process to practical applications in the construction industry and sustainable building management. The School offers a Bachelor of Science in Building Construction; a Master of Science in Building Construction and Facility Management; a Master of Real Estate Development; a professional Master of Occupational Safety and Health; a Ph.D. in Building Construction; and a certificate in Construction Management.

School of City & Regional Planning: The [School of City & Regional Planning](#) prepares students to plan efficient and human-friendly municipal environments. Through leveraging advanced technological resources and cutting-edge research, the School creatively addresses pressing urban, environmental,

economic, and community development issues. In addition to launching the Master of Science in Geographic Information Science program, the School developed a new Minor in Sustainable Cities that explores sustainability, community engagement, and social justice. The School is actively engaged in collaborative partnerships across the Institute through its [dual degree programs](#). The School of City & Regional Planning is consistently ranked in the top 10 nationally with a network of more than 1400 alumni working in 49 states and 31 countries.

School of Industrial Design: The [School of Industrial Design](#) takes a forward-looking approach to designing objects, environments, and systems including UI/UX. With a focus on integrating smart technologies, students learn how to use the design process to problem solve and invent solutions to real-world problems. The School, the second largest in the College, offers a Bachelor and a Master in Industrial Design as well as a robust and popular minor.

School of Music: The [School of Music](#) programs include instrument invention, technology-driven composition, and robotics. In addition to its recently launched Bachelor of Science in Music Technology program, the School also offers a dual bachelor and master degree program. The School also offers a Bachelor of Science in Computational Media (joint offering with the College of Computing and Ivan Allen College of Liberal Arts), a Master of Science in Music Technology, a Ph.D. in Music Technology, and several minors. The School's programs teach students to master today's latest music technologies and provide the tools to design the future of how music is created and experienced. The School of Music is one of the top five music technology programs in the country. In addition the School serves the general campus community by providing music performance participation through over 30 music ensembles.

The College of Design prides itself on providing an academic and scholarly education that is solutions and innovation oriented. **With \$11 million in sponsored research, the College of Design conducts more sponsored research than any design college in the country.** Design research at the College encompasses accessibility, aging, digital fabrication, sustainability, smart cities, and ground-breaking efforts in spatial analysis and music technology. In addition to the five Schools, the College encompasses six research centers and labs: the Center for Inclusive Design and Innovation, the Center for Spatial Analysis and Visualization, the Center for Music Technology, the Center for Quality Growth & Regional Development, the Digital Building Lab, and the SimTigrate Design Lab.

The notable work of the Center for Inclusive Design and Innovation (CIDI) stems from decades of service, research, and community support dating back to the late 1970s. As an established resource and advocate, CIDI recently hosted the 2020 Georgia Tech Diversity Symposium, and it received a \$1 million grant from the CDC Foundation to create accessible COVID-19 communication. The College's research centers and labs pursue rigorous advanced work that addresses the global contemporary challenges while anticipating the future of humanity defined by the intersection of design, innovation, and technology.

The Role of the Dean

Georgia Tech seeks a Dean for the College of Design who will embrace the vibrant culture and vision the College brings to the Institute. As the [John Portman Dean's Chair](#), the Dean will serve as a champion and connective leader of the College and its five Schools.

Reporting directly to the Provost and Executive Vice President for Academic Affairs, the Dean of the College of Design is the chief academic and administrative leader for the College and serves as an essential member of Institute leadership. Serving as the strategic and intellectual leader of the College, the Dean will shape the vision and top priorities as well as manage the academic and administrative responsibilities. The Dean will advance the mission and operations of the College through collaborative and considered personnel decisions, general administration and management, strategic budgeting, fundraising, and academic program support. The Dean will guide a robust scholarship and research agenda and promote excellence in undergraduate and graduate education, including the development of multidisciplinary collaborations across the Institute.

The strongest candidates will strengthen the bridge between academics and the professional worlds of each discipline in the College. They will be able to effectively communicate the vision and value of the College of Design to internal and external audiences, and they will have a record of scholarly excellence and interdisciplinary work. They will have demonstrated impact in the areas of diversity, equity, and inclusion with particular strength in recruiting, nurturing, and retaining top talent. They will possess experience in academic administration, be student focused, and know how to forge collaborations with industry.

Key priorities for the College of Design Dean will be to:

- Develop and articulate an innovative strategic vision that connects the five schools and promotes inclusive, diverse, and creative thinking within the College of Design;
- Elevate the College's profile and visibility in Georgia, nationally, and globally;
- Recruit and retain excellent faculty and staff, enhance their opportunities for career development, and empower them to achieve excellence;
- Establish strong, consultative relationships with school chairs, and promote faculty participation in shared governance;
- Build relationships within the College, across campus, and with industry that promote interdisciplinary and collaborative opportunities for students and faculty;
- Build, sustain, and champion the cultural and ethnic diversity of the faculty, staff, and students, and promote a climate of equity and inclusion;
- Enhance research infrastructure and productivity as well as funded research; and
- Increase the financial resources through fundraising, sponsored research, and the continued creation of revenue streams.

Characteristics of the successful candidate will include:

Leadership:

- A collaborative leader who empowers others and has an established record of effectively engaging, convening, and supporting diverse disciplines.
- Ability to understand the differences and commonalities across the disciplines and schools.
- Demonstrated administrative and budgeting experience.
- Experience establishing transparency and promoting shared governance between faculty and administration.
- Ability to recruit outstanding new faculty as well as proactively retain the College's strongest faculty.
- Knowledge of appointment, promotion, and tenure procedures with the ability to represent tenure cases at the Institute level.

- Experience leading staff, including providing growth opportunities and professional development.
- Ability to support the robust culture within each school while fostering a collaborative College culture that is supportive and interactive.

Academic Background:

- A well-established, productive scholar with outstanding academic credentials and a passion for academic excellence.
- A strong intellectual and interdisciplinary thinker with a background appropriate for consideration as a full professor in one of the five schools within the College.

Focus on Students:

- A visible, engaging leader who prioritizes student interaction.
- An understanding of the importance of providing undergraduate and graduate students with the highest-quality educational experience.
- Must understand and value the importance of a diverse student body and mechanisms for retention and support of all students with an emphasis on students from traditionally underrepresented groups.

Focus on Research:

- Willingness to support and facilitate research initiatives and interdisciplinary collaborations.
- Experience enhancing research productivity and creating research opportunities with internal and external partners.

Financial Management Experience and Fundraising:

- Strong financial acumen and record of operational leadership and fiscal management.
- Genuine appetite and aptitude to engage in fundraising.
- Ideally possess experience in obtaining philanthropic support from individuals, foundations, and corporations to address key priorities.
- Commitment to diversifying revenue streams and building the College's endowment.

Personal Qualities:

- The highest standards of personal and academic integrity.
- Strong interpersonal, verbal, and written communication skills with a focus on openness and transparency.
- An intellectual, inspirational, and empathetic leader with well-developed emotional intelligence.
- Ability to celebrate and leverage the distinctiveness of the College and its culture and promote a collegial and respectful work and educational environment.
- Demonstrated ability to foster an inclusive climate and connected community between students, faculty, and staff from varied backgrounds.
- A track record of creating strategies to advance diversity, equity, and inclusion.

Leadership at Georgia Institute of Technology

President Ángel Cabrera

Ángel Cabrera became the 12th president of the Georgia Institute of Technology in September 2019. Cabrera came to Georgia Tech after serving for seven years as president of George Mason University in Fairfax, Virginia.

From 2004 to 2012, Cabrera served as president at Thunderbird School of Global Management, now part of Arizona State University. Prior to that he was 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.

As a senior advisor to the United Nations Global Compact, in 2007 he was the lead author of the “Principles for Responsible Management Education,” now adopted by more than 700 schools around the world. Cabrera’s research has been published in leading academic journals. He has been quoted by leading global media, including The Economist, BBC, CNN, CNBC, El País, Forbes, The International Herald Tribune, and The New York Times. His op-eds have been published by The Washington Post and the international press, and he has appeared on NPR programs and PBS NewsHour. He was also named a “Young Global Leader” by the World Economic Forum, a “Star of Europe” by Businessweek, “Henry Crown Fellow” by the Aspen Institute, and “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; the Federal Reserve Bank of Richmond (where he chairs the Federal Reserve System National IT Committee); the Bankinter Foundation for Innovation; and Inovio, a publicly traded biotech company. For most of the past decade, he has served on the Georgia Tech Advisory Board, including a stint as its chair.

Cabrera earned his M.S. and Ph.D. in cognitive psychology from Georgia Tech, which he attended as a Fulbright Scholar. He also holds a telecommunications engineering degree (B.S. and M.S. in computer and electrical engineering) from Universidad Politécnica de Madrid.

Provost Steven McLaughlin

Steven McLaughlin is the provost and executive vice president for Academic Affairs at the Georgia Institute of Technology. He is a professor in the School of Electrical and Computer Engineering.

McLaughlin first joined Georgia Tech as a member of the faculty in 1996. From 201 to 2020, he served as the dean and Southern Company Chair of Georgia Tech’s College of Engineering, the largest engineering college in the country. Prior roles include the Steve Chaddick School Chair in the School of Electrical and Computer Engineering from 2012 to 2017 and the vice provost for International Initiatives and Steven A. Denning Chair in Global Engagement from 2007 to 2012.

In 2014 he co-founded CREATE-X, a campus-wide effort to instill entrepreneurial confidence in students and help them launch companies. The program has successfully launched 225 student-led companies and engaged more than 4,000 students in the principles and practice of evidence-based entrepreneurship.

In 2011, he was awarded the honor Chevalier dans l'Ordre Nationale de Merite, (Knight of the French National Order of Merit), the second highest civilian award given by the Republic of France. He was the first Georgia Tech recipient of the Presidential Early Career Award for Scientists and Engineers (PECASE), where he was cited by President Clinton "for leadership in the development of high-capacity, nonbinary optical recording formats." He is a past president of the IEEE Information Theory Society and is a Fellow of the IEEE.

His research interests are in the general area of communications and information theory. His research group has published in the areas of forward error correction and equalization in wireless communications, magnetic/optical data storage, data security, and privacy. He has advised more than 50 students and postdocs. His group has published more than 250 papers in journals and conferences and holds 36 U.S. patents. He received the B.S.E.E. degree from Northwestern University, the M.S.E. degree from Princeton University, and the Ph.D. degree from the University of Michigan.

The City of Atlanta

The rise of Atlanta, the growth of the construction industry, and the development of sophisticated technology in building systems and materials have had profound effects on Georgia Tech's College of Design. Initially, Georgia Tech's academic mission focused on local concerns in Atlanta and the rest of the South. Today, the College of Design continues to draw inspiration from the city of Atlanta.

As the capital and most populous city in Georgia, Atlanta is a thriving metropolis that is home to a host of attractions, small businesses, high-tech start-ups, and multinational corporations. The city of Atlanta offers diversity in its rich history, its population, and in its booming economy that supports global commerce, finance, research, technology, education, media, art, and entertainment. Atlanta serves as the corporate headquarters for Fortune 50 companies such as Coca-Cola, Home Depot, UPS, Delta Air Lines and Turner Broadcasting. With most colleges and universities in Georgia state located in the greater Atlanta metropolitan area, the city has become a higher education hub that serves more than 250,000 students. Atlanta combines the entertainment, educational, and economic opportunities of an international city with the flavor and personality of close-knit, eclectic neighborhoods. More information on Atlanta can be found at www.gatech.edu/life/campus-life#atlanta.

Nomination and Application Procedure

Inquiries, nominations, and applications are invited. Interested candidates should confidentially submit in electronic format (Adobe PDF files preferred)—a curriculum vitae and letter of interest to GATech.Design@russellreynolds.com.

For fullest consideration, materials should be received as soon as possible and preferably by May 31.

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,

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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.

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.

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