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# Position Specification

Buffett Institute, Northwestern University  
Leader

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Private and Confidential



# **BUFFETT INSTITUTE**

## **NORTHWESTERN UNIVERSITY**

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## **Leader of the Buffett Institute for Global Studies**

### **About the Buffett Institute for Global Studies**

On January 28, 2015, Northwestern University alumna Roberta Buffett Elliott gave an historic \$100 million gift to endow a new Buffett Institute for Global Studies. The newly formed Institute is poised to advance thinking on critical global issues. High on the agenda will be analyses of peace and security; international trade, finance, economic development and poverty; global health; energy and climate change; demography and migration patterns; the spread of democratic political systems; the impact of cultural exchanges on societies; global communications, media and technologies; and religious movements. The Institute will expand upon the University's previous work by conducting and facilitating research, coordinating campus-wide discussions with visiting experts about pressing global challenges confronting societies and providing collaborative funding to academic departments and programs throughout the University. Its activities will promote dialogues on international affairs thereby enriching educational programming at Northwestern and beyond. Working with a variety of organizations and communities, the Buffett Institute will contribute to preparing global citizens.

### **Vision**

The new Buffett Institute for Global Studies will build on the foundations of the current Buffett Center, but will be much broader in scope and mission. It will elevate Northwestern's engagement with the world and will serve as a driver of Northwestern's ambitions in global research and education. In addition, the Institute will play a central role in facilitating and leading the development of a cohesive University-wide global strategy. Through the Buffett Institute, Northwestern will be known for its cutting-edge, interdisciplinary research on globally relevant topics; outstanding training and experience for undergraduates, graduates and postdocs; and a globally engaged and international student composition. Together Northwestern and the Buffett Institute will attract top faculty, visitors, and leaders to educate our students and stimulate solutions to complex global challenges.

### **Goals**

There are currently three overarching goals for what the new Buffett Institute will accomplish for Northwestern:

- **Partner with the University's top academic leaders to set and execute an ambitious vision for global leadership in research and education, which integrates and builds on the activities and strategies of Northwestern's 12 schools and multiple centers and institutes.**

The Buffett Institute will be a driving force to push forward scholarship and intellectual leadership that will distinguish Northwestern. It will serve as a convener and funder around big problems to promote solutions in the real world. Seed funding provided through the gift will catalyze new ideas and nurture collaborations across disciplines and centers and with institutions around the world. The Leader of the Institute will foster strong internal collaboration through interacting with Northwestern's major internationally oriented centers including the Center for Global Health, the Institute for Policy Research, the Institute for Sustainability and Energy (ISEN), the International Institute for Nanotechnology, the Center for Human Rights and the centers and programs for area studies. The Leader will build strong partnerships with deans from each of Northwestern's 12 schools to foster collaboration across the institution, in particular the Feinberg School of Medicine, the Kellogg School of Management, and Northwestern Law. Research through the Institute will bridge academic and policy worlds through publications and conferences and will shape policy decisions and the future of our country and the world. A more detailed plan for the Buffett Institute's focus on research and faculty is discussed below.

- **Build the Institute's international reputation as a path-breaking place where the world's top academic, business, and civic leaders go to engage in research and discussion on pressing global issues.**

Northwestern aims to leverage the Buffett Institute to attract the world's top researchers, scholars, and policy makers. The gift will provide additional faculty lines to be shared between the Institute (50%) and a home department (50%) to hire faculty whose research crosses disciplinary boundaries and elevates the scholarly dialogue on campus in key global areas. The Institute will also provide additional funding for visitors to campus, both visiting faculty and high-profile speakers from across the business, government and nonprofit sectors.

- **Transform Northwestern into a leader in attracting the world's top students and preparing its graduates to thrive in a globalized world.**

New resources will enable the University to dramatically change the student composition and the student experience at Northwestern. A significant portion of the Buffett endowment will be devoted to financial aid for international students allowing the University to recruit the most talented international students to attend Northwestern. The gift will also fund financial aid for global engagement experiences (such as study or research abroad) allowing more Northwestern students, of all backgrounds and regardless of need, to increase their global awareness.

Combining in a single Institute world-class research with innovative student study and engagement programs will distinguish Northwestern among its peers in its approach to confronting global issues and building globally-engaged citizens. Just as Northwestern is known for its excellent undergraduate research programs that bring together students and faculty, the Buffett Institute will build new global learning experiences for students that go well beyond traditional study abroad experiences to meet student demands for experiential learning, research training, global experience and exposure to new contexts. Through the Institute, Northwestern will provide students the training and awareness

necessary for careers in a globalized world. They will have global experience and expertise, whether pursuing careers in academia, government service, or corporate or nonprofit sectors.

## **Research and Faculty**

The Buffett Institute will elevate the intellectual engagement and productivity on global topics at Northwestern through seed funding to stimulate cross-disciplinary research that will lead to impactful solutions to global problems. The funding will support collaborations across teams comprised of faculty, postdocs, graduate students and undergraduate students, as well as global partners, to enhance the interdisciplinary nature of the research team and also facilitate research training for students. These global scholarship research nodes will form a community in the Institute and will continue to be involved in its programming beyond the term of their funding.

## **About Northwestern University**

One of the country's leading private research universities, Northwestern University was established in 1851 as a private university that would serve the former Northwest Territory, an area that now includes the states of Ohio, Illinois, Michigan, Wisconsin, and parts of Minnesota. In its 164 year history, Northwestern has grown to include three campuses. Two campuses are located on Lake Michigan: a 240-acre campus in Evanston, Illinois and a 25-acre campus in Chicago. The Doha, Qatar campus was established in 2008 and offers students from the Middle East and around the world degree programs in communication and journalism.

Northwestern combines innovative teaching and pioneering research in a highly collaborative environment, providing students and faculty exceptional opportunities for intellectual, personal and professional growth. It is recognized both nationally and internationally for the quality of its educational programs at all levels. *U.S. News & World Report* consistently ranks the University's undergraduate programs among the best in the country.

Among graduate programs, the Kellogg School of Management regularly ranks among the top five business schools in the country for both its traditional curriculum and its executive master's program. *U.S. News & World Report* 2013 rankings placed Northwestern's School of Law 12th, the Feinberg School of Medicine 18<sup>th</sup>.

Northwestern has a long history of leadership in world-renowned interdisciplinary research programs and centers. More than 90 school-based centers and more than two dozen University centers support strong partnerships in interdisciplinary research that spans a wide spectrum of ideas including neuroscience, biotechnology, astrophysics, global studies, policy research, and sustainability and energy.

The University boasts 12 schools and colleges, 10 of which offer graduate and professional programs. They include: The Weinberg College of Arts and Sciences, the School of Communication, the School of Professional Studies, the School of Education and Social Policy, the McCormick School of Engineering and Applied Science, the Graduate School, the Medill School of Journalism, Media,

Integrated Marketing and Communications, the School of Law, the Kellogg School of Management, the Feinberg School of Medicine, the Bienen School of Music, and Northwestern University in Qatar. In addition to its schools, Northwestern has multiple internationally- renowned institutes and centers which drive the interdisciplinary research and collaboration for which it is known.

The student population numbers 21,000, which includes more than 8,000 full-time graduate students. Northwestern recruits students of demonstrated academic achievement from diverse social, ethnic, and economic backgrounds. More than 90 percent of undergraduate applicants rank in the top 10 percent of their high school classes, and Northwestern's National Merit Scholar enrollment rate has recently ranked among the nation's highest.

Northwestern's over 3,400 full-time faculty members include Tony award winners, Guggenheim Fellows, MacArthur Fellowship recipients, and members of numerous honorary and professional societies, including the National Academy of Sciences, National Academy of Engineering, American Academy of Arts and Sciences and American Council of Learned Societies.

Under the direction of President Morton Schapiro and Provost Daniel Linzer, and with the support of the Board of Trustees and the Strategic Planning Task Force, Northwestern released a new Strategic Plan in 2011. The Strategic Plan, *NorthWESTern WILL*, builds on Northwestern's current strengths and focuses its energies and resources on the most pressing issues that the University is distinctively positioned to address. The structure of the plan encourages multidimensional approaches to achieving significant goals in four areas, or pillars, critical to Northwestern's future: Discover, Integrate, Connect, and Engage.

### **Leader's Role and Responsibilities**

Roberta Buffett Elliott's historic endowment marks an opportunity to transform Northwestern's strength in global research and education into a world renowned hub of intellectual leadership. As an individual visible in global affairs whose stature will highlight Northwestern's global recognition, the new Leader of the Buffett Institute for Global Studies will lead this transformation. An experienced and globally respected leader will strategically develop, articulate, and implement the vision and goals of the Buffett Institute and will report directly to the Provost. The position may or may not be filled by a tenured professor depending on career background. She or he will:

- Help lead and facilitate the development of a cohesive University-wide global strategy
- Elevate Northwestern's engagement with the world and serve as a driver of Northwestern's ambitions in global research and education
- Build and strengthen external relationships with academia, government, business, and the non-profit/non-governmental sectors nationally and internationally
- Strengthen Northwestern's internal network of relationships among faculty and staff (and attendant administrative support units) to elevate global scholarship
- Raise Northwestern's global profile
- Engage the University community in developing innovative global initiatives both on-campus and internationally

The leader of the Buffett Institute will be supported with both professional and administrative staff. His/her work will be guided by a new high-level advisory board consisting of individuals deeply engaged in global affairs. This board will be comprised of leaders from the sectors that the Buffett Institute would serve, from academia, government, private and non-profit sectors. The advisory board will provide guidance to the Institute and its leadership, expand the Institute's reach and impact by facilitating connections to key constituencies, and assist with continued support for the Institute. It will provide an opportunity for key supporters of the Institute to be actively engaged in the strategic direction of the Institute. It will also provide an opportunity to expose leaders in the community to Northwestern and its ambitious vision.

### **Qualities and Desired Characteristics**

The next Leader of the Buffett Institute should have many of the following qualities and characteristics:

#### ***Strategic Vision***

- Substantial administrative experience that demonstrates strategic leadership in planning, communication, and organization.
- The ability to articulate a compelling vision that builds upon Northwestern's strengths and embraces strategic growth and excellence in these and other areas.
- A strong appreciation for the multi- and inter-disciplinary nature of the Institute and its research centers and Institutes, a commitment to bringing research to policy practice, and a priority of excellence in teaching.
- A track record of creative and entrepreneurial thinking, advocacy for the area of global studies, and collaborative approaches to teaching and research.

#### ***Leading and Managing Teams***

- Proven history managing a highly complex organization or team, inside or outside academia. Demonstrated ability to build programs or institutions – not just maintain them – and an ability to work with varied constituencies and interests in order to manage institutional change processes.
- A natural collaborator with a track record of fostering a culture of collaboration, mutual respect, and teamwork. The new Leader will be open-minded, collegial, and able to develop relationships based on trust, confidence, and respect. He or she will be open to considering a diverse range of viewpoints and have demonstrated experience in building effective coalitions to move the agenda forward and proactively soliciting others' views before making key decisions.
- The ability to think logically and clearly. Has a proven ability to set priorities and take initiative to achieve goals, individually and for teams.
- The flexibility to create nuanced plans and objectives that adapt to the situation and/or colleagues at hand, while bringing to life an inspirational future for the Institute as a whole.

#### ***Communications, Building Relationships, and Fundraising***

- Multi-faceted experience and associated broad professional networks. The new Leader should have some experience or familiarity with academe, government, and the policy world more

generally, potentially in both the public and private sectors, and internationally as well as domestically.

- Experience building an institution's funding base to increase and diversify financial support. The new Leader will have a strong knowledge of the foundation and the corporate world, and willingness to spend time cultivating relationships with alumni and donors both in the U.S. and internationally.
- A demonstrated ability to clearly articulate the Institute's unique strengths; vigorously pursue excellence; advocate for the required inputs (including financial resources) to sustain current and achieve the next level of excellence, both internally and externally; and foster a related shared vision and commitment.
- A demonstrated comfort and experience working with the media is preferred.

### ***Intellectual Prowess and Passion for the Mission***

- Intellectual depth and breadth. The new Leader will have a track record of scholarly and/or policy leadership in one or more of the Institute's represented disciplines, addressing one or more of the major challenges in global and international affairs. She or he will also have a strong appreciation for the full range of the Institute's work and their import to a broad array of global and international challenges.
- An appreciation for the Institute's academic mission and values; a strong track record of significant and sustained research and publication in international affairs is preferred, as is related teaching experience.

### **Applications and Nominations**

Nominations and expressions of interest will continue to be considered until the position is filled. The Search Committee will initiate the screening of candidates upon receipt of information. Nominations and/or letters of application, including current curriculum vitae, should be electronically sent to:

Buffett Institute Search Committee  
c/o Mirah Horowitz  
Russell Reynolds Associates  
[BuffettInstitute@russellreynolds.com](mailto:BuffettInstitute@russellreynolds.com)

***Northwestern University is an Equal Opportunity, Affirmative Action Employer of all protected classes including veterans and individuals with disabilities. Women and minorities are encouraged to apply. Hiring is contingent upon eligibility to work in the United States.***