LEADERSHIP PROFILE

University of Washington
Dean of the College of Engineering

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The Opportunity

The University of Washington is one of the nation’s great public institutions, and its College of Engineering is one of its principal assets. Operating under the guidance of an ambitious strategic plan, the College has doubled the size of its student body over the past 10 years and anticipates further growth over the next 10. The College benefits from exceptional philanthropic support and sits at the heart of a corporate community with a nearly insatiable desire for its graduates. To build on this momentum, the College of Engineering seeks a dean to lead it to greater levels of academic excellence and recognition.

The new dean will inherit an academic unit in a strong position. Many of its schools, departments, and centers are highly ranked nationally, and others have the immediate potential to achieve similar recognition. The College has a distinguished faculty dedicated to developing innovative solutions through research. Enrollments are strong, and during 2018-19 the College began directly admitting first-year students, a change in the University's long-standing approach that is designed to address increasing demand for UW Engineering degrees and to increase persistence to degree. The College is directly supported by the Washington State Legislature in recognition of the central role it plays in the region's social and economic vitality. Supported by robust resources both in the College of Engineering and in the University’s exceptionally successful advancement operation, the College is currently raising approximately $60 million annually, has surpassed its goals for the University's current, $5-billion campaign, and will soon launch a focused fundraising effort to build the first of two new buildings planned for the near future.

The new dean will possess an earned terminal degree in an engineering or engineering-related discipline, and a distinguished record of teaching and research commensurate with an appointment to the University of Washington College of Engineering faculty with the rank of professor with tenure. The dean will be committed to a diverse environment and will demonstrate a track record for enhancing diversity and inclusion in previous positions. Exceptional communication and listening skills are required, as is at least five years of increasingly responsible leadership and managerial experience in an environment of similar complexity. Prior experience advocating for philanthropic and legislative support is highly desirable. Experience in an environment in which units have substantial fiscal autonomy (i.e., activity based budgeting) is preferred.

The University of Washington College of Engineering is on an exciting upward trajectory with substantial potential for further success and impact. The new dean will have the opportunity to lead this successful institution to even greater levels of excellence in teaching and scholarship.

Recruitment will continue until the position is filled. Information about how to nominate someone or to apply for this opportunity may be found near the end of this document in the section entitled “Procedure for Candidacy.”
The College of Engineering

The University of Washington’s College of Engineering drives the innovation economy and is vital to solving society’s most challenging problems. The College of Engineering is a key part of a world-class research university in a thriving hub of aerospace, biotechnology, global health and information technology innovation. Over 50 percent of UW startups in 2018-19 came from the College of Engineering.

Academic Departments and Programs

The College of Engineering offers B.S., M.S. and Ph.D. degrees across 10 academic schools and departments. These academic disciplines includes the Aeronautics & Astronautics, Bioengineering, Chemical Engineering, Civil & Environmental Engineering, Computer Science & Engineering, Electrical & Computer Engineering, Human Centered Design & Engineering, Industrial & Systems Engineering, Materials Science & Engineering, and Mechanical Engineering. For more information on academic department and programs, please visit: https://www.engr.washington.edu/departments/inbrief.

Tenured or Tenure Track Faculty

269 faculty (24.2 % women)

Achievements:
- 128 NSF Young Investigator/Early Career Awards since 1984
- 30 Sloan Foundation Research Awards

Students

Undergraduate enrollment: 5,388
Undergraduate degrees awarded: 1,165
Graduate enrollment: 2,746
Master's degrees awarded: 736
Doctor of Philosophy degrees awarded: 112
(Data reported Fall 2018)

Diversity

The University of Washington and the College of Engineering value diversity and work diligently to recruit, cultivate, and sustain students, faculty, and staff that reflect the populations that they serve. The College of Engineering is a leader in diversity at the student and faculty levels. It currently has the highest percentage of female faculty in the top 37 U.S. colleges of engineering at 24.2% (ASEE 2018). In 2018, the percentage of female BS degrees was 25% higher than the national average. The College has made recent strides in increasing undergraduate enrollments of underrepresented minorities and students from low-income backgrounds. The new dean will work actively to implement, support, amplify, and leverage diversity efforts across all of its constituencies.
The College offers a robust set of diversity programs for students and faculty. For more information about the College's diversity programs, please visit: [https://www.engr.washington.edu/about/diversity](https://www.engr.washington.edu/about/diversity).

### Diversity of Degree Recipients

<table>
<thead>
<tr>
<th></th>
<th>BS</th>
<th>MS</th>
<th>PhD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>28%</td>
<td>28%</td>
<td>22%</td>
</tr>
<tr>
<td>Underrepresented Minorities*</td>
<td>8%</td>
<td>7%</td>
<td>3%</td>
</tr>
<tr>
<td>Asian Americans</td>
<td>22%</td>
<td>13%</td>
<td>11%</td>
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<tr>
<td>Foreign Nationals</td>
<td>17%</td>
<td>34%</td>
<td>45%</td>
</tr>
<tr>
<td>Washington Residents</td>
<td>62%</td>
<td>35%</td>
<td>17%</td>
</tr>
</tbody>
</table>

* African American, Hispanic, Native American, and Hawaiian/Pacific Islander

### Strategic Plan

The College of Engineering has been operating from a five-year strategic plan which has guided their work from 2014 to 2019. *Engineering for the Innovation Age* recognizes that its students, faculty and staff are at the center of their mission. The CoE strives to ensure that every UW engineer is prepared for a dynamic career and for leadership. This five-year strategic plan represents the College's commitment to every student. They believe in their responsibility to help every student succeed by delivering a superior educational experience.

For over 100 years the College has graduated creative engineers and developed innovative solutions through research. Going forward, they will work to redesign engineering education and tightly focus on research for solving tomorrow's challenges. The College will rethink the way they educate students — focused on fundamentals while incorporating technological advances. For more information on the strategic planning process and its goals, please visit: [https://www.engr.washington.edu/about/strategic-plan](https://www.engr.washington.edu/about/strategic-plan).

### Research

The College of Engineering has identified five strategic research areas closely tied to key global challenges where the College can achieve greatest impact and excellence. To promote these research areas, the College's [Strategic Research Initiatives](https://www.engr.washington.edu/facresearch/strategicareas) (SRI) program builds interdisciplinary collaborations that inspire innovation and focus on innovation leadership through five new collaborative initiatives. To learn more about these initiatives, please visit: [https://www.engr.washington.edu/facresearch/strategicareas](https://www.engr.washington.edu/facresearch/strategicareas).

There are significant opportunities for the College of Engineering to collaborate with the College of Medicine on research initiatives. Both colleges have benefited from a close working relationship in the past and there are many ways for these units to work together in the future.
The University of Washington is an engine of economic growth, today ranked third in the nation for the number of startups launched each year, with 65 companies having been started in the last five years alone by UW students and faculty, or with technology developed at the University. The College of Engineering is a key contributor to these innovations, and engineering faculty, students or technology are behind half of all UW startups.

Engineering research expenditures totaled $153 million in 2017-18.

University of Washington

Nestled between a glittering Puget Sound, two snow-capped mountain ranges and miles of lush forests, the UW's historic campus in Seattle marks its 156th anniversary this year. Cherry blossoms in the Quad and sunsets on Rainier Vista bring that breathtaking Pacific Northwest beauty to the UW campus, which is a quintessential part of Seattle's vibrant history as well as its promising future as the fastest growing city in the United States.

The campus offers diverse opportunities for students to engage, explore and learn. As home of Husky Athletics, Meany Hall for the Performing Arts, the Henry Art Gallery, UW Medical Center and more, the Seattle campus attracts thousands of community members and visitors throughout the year.

Located a few miles from downtown, the UW is at the heart of Seattle's vitality. As a residential campus, thousands of students call the UW “home.” Adjacent to campus, the U-District is an eclectic mix of historic sites and a rapidly developing tech sector that the University is fostering through support of startups and a strong partnership with the City of Seattle and neighborhood. This has led the UW to become the most innovative public universities in the world with a commitment and imperative for using these activities for the public good.

At A Glance

The University of Washington:

- Enrolls more than 56,000 students annually at its three campuses (Seattle, Bothell and Tacoma)
- Educates an additional 55,000 students annually through UW Educational Outreach, which includes certificate programs, graduate degrees, Massive Open Online Courses and more
- 74.5 percent of UW undergraduate students are Washington residents
- Offers more than 579 degree options across 306 programs
- The UW's 2016 budget totals $7.1 billion
Academics

With a proud history of educating leaders, thinkers and doers, the UW includes 16 colleges and schools offering an extraordinary range of programs for undergraduate, graduate and professional students. At the educational core of the University is the College of Arts & Sciences, where two-thirds of all UW students earn their degrees from among 40 departments.

The UW’s colleges and schools include:

- College of Arts & Sciences
- College of Built Environments
- Foster School of Business
- School of Dentistry
- College of Education
- College of Engineering
- College of the Environment
- The Graduate School
- The Information School
- School of Law
- School of Medicine
- School of Nursing
- School of Pharmacy
- Evans School of Public Policy and Governance
- School of Public Health
- School of Social Work

Vision Statement

“The University of Washington educates a diverse student body to become responsible global citizens and future leaders through a challenging learning environment informed by cutting-edge scholarship. Discovery is at the heart of our university. We discover timely solutions to the world’s most complex problems and enrich the lives of people throughout our community, the State of Washington, the nation, and the world.”
Governance

The University of Washington Board of Regents is the University’s governing body as provided by state statute. The Board of Regents consists of 10 members, including one student. Regents are appointed by the governor to serve six-year terms, with the exception of the student regent, who serves a one-year term.

Faculty and Research

The advancement of knowledge is central to the UW’s mission and vision, and the University has an unparalleled track record in research impact and excellence. With more than 4,000 faculty, 16 major colleges and schools, and 285 specialized centers, the UW’s research, scholarship, and creativity extend to a variety of fields, from computer science and engineering to the arts to social work. The UW received $1.37 billion in competitive research awards in 2015-16 — more federal research dollars than any other public university in the nation.

Over the last 20 years, the UW has tripled its research funding. As a result, the University has expanded its investment in targeted initiatives that address the world’s most pressing societal issues. The UW also continues to foster collaboration nationally and internationally through groundbreaking partnerships.

The following are some key faculty points of pride:

- 6 Nobel Prize winners
- 2 Pulitzer Prize winners
- 15 MacArthur Fellows
- 20 members in the National Academy of Engineering
- 56 members of the Institute of Medicine
- 76 fellows in the National Academy of Sciences
- 167 fellows in the American Association for the Advancement of Science

Athletics

Known as the “Conference of Champions,” the Pac-12 is heralded for student athletes’ performance on the field and in the classroom. Washington Athletics is no exception — determination and an unrelenting spirit have been hallmarks of Huskies for decades. A Seattle icon and the home of Washington football, the newly renovated Husky Stadium draws thousands each game, including hundreds of “sailgaters” who cheer for the purple and the gold from Lake Washington. The Natural Resources Defense Council featured Husky Stadium in its list of ten “Collegiate Game Changers” — university athletic programs that excel in green practices.
Diversity

At the UW, diversity is integral to excellence. The University values and honors diverse experiences and perspectives, strives to create welcoming and respectful learning environments and promotes access, opportunity and justice for all. Through the Office of Minority Affairs and Diversity and its partners, the UW is committed to shaping both personal and institutional responsibility for combating racism and bias while nurturing inclusion and equity.

Alumni

The UW has a globe-spanning community of 467,000 alumni and friends who are passionate about the purple and gold. From homecoming to alumni tours, the UW’s community actively engages with students, faculty and staff to advance the University’s mission and vision at home and around the world. On a given year, nearly 48,000 alumni and nearly 57,000 non-alumni give to the UW. Approximately 72 percent of UW alumni live, work and play in Washington; 56,000 are proud members of the UW Alumni Association.

UW Foundation

The UW Foundation advances the mission of the University by seeking and securing private support for its programs in service to students and society. The Foundation has a strong corps of community volunteers who are committed to increasing the level of private giving to the UW in both number of dollars and number of donors, and to enhancing understanding among the UW’s alumni and other friends of the need for private giving to support excellence. Contributions averaging more than $500 million annually from alumni, corporations, foundations and friends support the UW’s $3-billion-plus endowment.

Opportunities and Expectations for Leadership

Among the many duties of the dean, the following are of particular importance.

Articulate a strategic vision for the College

The College of Engineering has enjoyed a successful trajectory under its current strategic plan. For example, the plan called for growth in the College's student body to the level of 1,400 degrees per year over a 20-year period. After 10 years, the College is already awarding more than 1,100 degrees annually, 40 percent more than at the plan's outset. Over the past few years, the faculty has grown from 320 to 370. The growth has been enabled in part by an allocation of $15 million annually from the State Legislature to the College of Engineering. Now, as the College in its current state approaches its capacity to accommodate more growth — and at the outset of the tenure of its new dean — the time is ideal to set a new strategic vision.

Shared governance is one of the University of Washington's fundamental strengths. The College community, and its faculty in particular, will therefore anticipate a deep level of engagement in the development of this vision and the plan that will emanate from it. The community does, however, seek a dean who will bring to the table one or more initiatives that derive from an analysis of the College's strengths and its potential, and would therefore form a critical core of its strategic vision.
Strive for excellence across the entirety of the College

The College of Engineering is highly ranked with signal strengths in an enviable number of departments and areas of study. Several of its sub-units are well resourced in terms of people, space and finances; others are less well situated in one or more of these necessities. The new dean will leverage the current success of the College as a whole and of its most robust units to secure the resources and the inspiration to raise the capacity of every school, department, center and every person associated with the College to pursue new levels of excellence. This expectation will undergird both the development of the dean's vision for the College's future and the execution of the plan that derives from it.

Support collaboration and build relationships across the University

The University of Washington’s College of Engineering benefits considerably from its combination of disciplines. The range of disciplines enables a highly collaborative, multidisciplinary approach to student learning and scholarly pursuits. In order to realize its full intellectual and pedagogical potential, it is critical that its faculty and students take fullest advantage of the intellectual spectrum offered by the College. The faculty and students of the College of Engineering are enthusiastic about and dedicated to working more closely and actively across disciplines. The new dean will encourage such collaboration in word and deed.

In addition, myriad opportunities for collaboration across the University exist for the faculty and students of the College of Engineering. It is intrinsic to the University’s culture that disciplinary barriers are highly permeable, and the University’s deans work diligently to accommodate teaching and scholarship that transcends a single discipline or academic unit. The College of Engineering's new dean will find resonance with this ethos and will ensure that College is an enthusiastic participant in the multidisciplinary life of the mind that addresses the greatest of society’s challenges and typifies the University of Washington experience.

Secure the necessary resources to pursue a successful future

The University is nearing the extraordinary climax of its current $4-billion comprehensive campaign, having raised $5.3 billion as of this writing. The College of Engineering's goal in that effort is $350 million, and it has to date raised more than $430 million. Notwithstanding the intensity and success of the current campaign, the College has significant needs moving forward, particularly as the College seeks to continue its growth trajectory. In fact, the College is already planning to launch directly into a $50-million campaign to fund one of two buildings in its master plan. That effort will, in part, bridge the College's fundraising from the current campaign to, or at least toward, the next University-wide
A comprehensive effort, which is anticipated to begin after only a relatively brief interval following the current effort. Happily, the College benefits from a substantial prospect pool and a powerful advancement operation totaling 35 professionals raising approximately $50 million annually in recent years. The new dean will be the College's fundraiser in chief and can anticipate very significant support from the University's world-class advancement operation.

As has been noted hitherto, the College also benefits directly from support from the Washington State Legislature. In recent years, the College of Engineering, working closely with the UW's government relations team, has developed a strategy and plan to help publicize the need for growth, as well as to interact directly with legislators. The region is famously dense with firms with an almost insatiable need for engineers, and the legislature is highly enthusiastic to consider plans and programs that educate and prepare engineers and other leaders in science and technology in the hope that many will remain and populate the regions exploding corporate sector. Corporations like Microsoft, Amazon, Boeing, and many others are already investing in such programs at the University and the College of Engineering; the Allen School of Computer Science & Engineering is only the most visible of many such investments. The dean will work closely with the legislature and the corporate community to optimize support for the institution's students and faculty.

**Ensure the success of direct enrollment**

One of the most visible and immediate results of the legislature's interest in educating more engineers is the University's recent change to direct enrollment of the entering undergraduate class into the College of Engineering. The theory is that — rather than awaiting two years of general education before admission to an engineering major — the College will enroll and retain students from the freshman year, thereby able to better educate these students as well as manage the extremely competitive process. This new process, which will better serve both students, industry and the state, is in its inaugural year and much remains to be learned and accomplished. The dean will from the outset be engaged with the enrollment process and will take the necessary steps to ensure its success, which will be seen by the University's leadership and the legislature as indicative of the College's ability to expand its impact.

**Enhance a culture of diversity and inclusion**

The University of Washington and the College of Engineering have worked diligently in recent years to ensure that their student bodies, faculties, and staffs reflect the populations that they serve. While great strides have been made, particularly in regard to the student body, much work remains. The new dean will be dedicated to a pluralistic environment in which diversity of all kinds is celebrated, and will work actively to ensure that the College reaps the benefits of diversity across all of its constituencies.
Qualities and Qualifications of the Ideal Candidate

The dean of the University of Washington’s College of Engineering will possess an earned terminal degree within the chosen engineering discipline and a record of teaching and scholarship commensurate with an appointment to the University of Washington College of Engineering faculty as a professor. Absolutely required is a commitment to student learning and scholarly discovery at the very highest level of excellence. The dean will be committed to a diverse environment at the student, faculty, and staff level, and will demonstrate a track record for enhancing diversity and inclusion in previous positions.

The ideal candidate will be a leader dedicated to a holistic and collaborative approach to the College’s core disciplines. Committed to multi- and interdisciplinary teaching, scholarship, and creative activities, the dean will enhance both the structures and the culture necessary to optimize the combination of disciplines presented by the College and across the University. The dean will incentivize and support excellence in a unit focused on teaching and groundbreaking research, and will be deeply and personally committed to the University’s public mission. Building partnerships across and beyond the University, the dean will lead the College in both word and deed, setting the tone for an academic unit that is vibrant intellectually, valued as a partner across a wide array of disciplines, and seen as a resource to policy makers and practitioners across the region and the country.

The dean will be an outstanding communicator, with exceptional communication and listening skills. Comfortable in groups large and small, the dean will inspire followership and action through the sincerity of personal relationships, unimpeachable integrity, and superior interpersonal skills. The dean will demonstrate at least five years of increasingly responsible leadership and managerial experience in an environment of equal or greater complexity, including especially successful management of people and budgets. In particular, the dean will have earned a reputation for galvanizing people and institutions around a vision for the future and for turning that vision into reality. Prior experience advocating for philanthropic and legislative support is highly desirable, and the skill set necessary to be successful as a fundraiser is absolutely required. Experience in an environment in which units have substantial fiscal autonomy (i.e., responsibility-centered management or the like) is strongly preferred, as is experience working in a unionized environment.

Above all, the dean will possess the qualities of leadership necessary to guide the entire enterprise to success. These include an entrepreneurial spirit, prodigious energy, a hunger for learning and self-improvement, a sense of urgency, and a mature, realistic self-image. In addition, excellent judgment, creativity, tolerance for institutional ambiguity, outstanding political instincts, diplomatic skills, authenticity, patience, decisiveness, courage of convictions, and a sense of humor are all sincerely desired.
Procedure for Candidacy

Confidential review of applications will begin immediately and continue until the position is filled; for fullest consideration, materials should be conveyed no later than April 5, 2019. Nominations, expressions of interest, and applications (including a statement of application, a curriculum vitae/resume, and the names and contact information for five references; references will not be contacted without the expressed permission of the candidate) should be submitted via email to:

UWashingtonDeanCoE@wittkieffer.com

Material that must be mailed may be sent to:

Dean of the College of Engineering
University of Washington
c/o Witt/Kieffer
Attention: Dennis M. Barden, Suzanne M. Teer, and Robert W. Luke
2015 Spring Road, Suite 510
Oak Brook, IL 60523

Confidential inquiries and questions may be directed to the Witt/Kieffer consultants supporting this search: Dennis M. Barden, Suzanne M. Teer, and Robert W. Luke at 630-575-6152.

University of Washington is an affirmative action and equal opportunity employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, gender expression, national origin, age, protected veteran or disabled status, or genetic information.

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