Executive Summary

UW Tacoma is a community of 5,380 students, 359 faculty, and 344 staff that are organized into the following schools and programs: School of Education, School of Engineering & Technology, Global Honors, School of Interdisciplinary Arts & Sciences, Milgard School of Business, School of Nursing & Healthcare Leadership, School of Social Work & Criminal Justice, Undergraduate Education, School of Urban Studies.

The 46-acre campus footprint is located on a hillside overlooking the Port of Tacoma and Mount Rainier, on the southern edge of downtown Tacoma, next to museums and the beautifully reconstructed Union Station. UW Tacoma is an urban-serving university and a member of the Coalition of Urban Serving Universities, a network of public, urban, research universities committed to creating an educated workforce, building strong communities and improving the health of diverse populations. Closely linked with the community and South Puget Sound, UW Tacoma affects and informs economic development through community-engaged students and faculty, and conduct research that is of direct use to their community and region. UW Tacoma's overall economic impact to the state of Washington was $313.5 million in 2019.

The chancellor is the chief executive officer of the campus and reports to the UW President and UW Provost. The chancellor is responsible for all campus matters. This person will provide the vision and leadership needed for the campus to excel and to advance in the University's teaching, research and service missions. In particular, the next chancellor will position the community for a new strategic plan, continue building the campus, address climate issues and build upon key relationships to expand UW Tacoma’s reach.

A successful candidate for the position will hold an advanced terminal degree. This person will also have a minimum of ten years of progressive executive experience in higher education. The next chancellor will have a strong history of leadership and management of personnel, finances and operations. The ability to hire, develop, and support an exceptional and diverse work force will be central to this person's success. The ability to advance visioning and planning, diversity, equity, and inclusion and fundraising will all be essential elements to the next chancellor's work.

Recruitment will continue until the position is filled. Information regarding the process for nominations and applications for this opportunity may be found near the end of this document in the section titled “Procedure for Candidacy.”
Role of the Chancellor

As a key member on the President’s Cabinet and the Board of Chancellors and Deans, the chancellor shall enjoy significant autonomy relative to strategic and operational issues. The chancellor is supported by a senior executive team that includes the executive vice chancellor for academic affairs, the vice chancellor for equity and inclusion, the vice chancellor for student affairs, the vice chancellor for advancement, the vice chancellor for finance and administration and the vice chancellor for information technology. Other members of the chancellor’s senior team include an assistant chancellor for community engagement and a chief strategy officer.

The University of Washington Tacoma is fueled by its urban-serving mission. The next chancellor will not only oversee the internal elements of leading an academic enterprise, but the successful candidate will be expected to balance the external elements. This includes building and sustaining strong community ties with the city of Tacoma, serving as an active advocate regarding legislation for the state of Washington, being conscientious and attentive of the black, indigenous, and people of color populations within the region, and serving as central figurehead for the campus. An attention to external relations as an integral partner is not only critical in shaping the future of the university, but this adds an additional level of responsibility and leadership within the community that will be critical to success in the position.

Responsibilities for this role include, but aren't limited to, the following:

**Campus Leadership**
- Advance the University’s vision and goals through the creation of a strategic academic business plan and future initiatives.
- Nurture, facilitate growth and development, and set and uphold high standards for faculty, staff, students and alumni.
- Create a welcoming, inclusive and positive work and learning environment within the UT Tacoma campus.
- Advocate for participatory governance and promote collegiality, staff cohesiveness, and respect among all constituents.
- Advocate to the president and/or provost for the interests of the UW Tacoma campus.
- Advocate for social justice and anti-racism trainings and events to improve the campus climate.
**Academic/Scholarly Leadership**
- Assume responsibility for the educational, research, scholarly and public engagement activities of the UW Tacoma campus through planning, implementation and evaluation initiatives that ensure success, relevancy, and sustainability.
- Meets with and advocates on behalf of students and create initiatives to increase the diversity of the student body.
- Designate representatives to actively participate in the 10-year program reviews conducted by the Graduate School and Undergraduate Academic Affairs.
- Designate representatives to lead compliance with accreditation standards.
- Serve as an ambassador to UW Tacoma’s external constituencies and audiences.

**Personnel Leadership**
- Mentor leaders of the UW Tacoma academic and administrative units and programs.
- Recruit, appoint, and retain diverse groups of academic administrators, faculty, and staff for the UW Tacoma campus.
- Create hiring plans for UW Tacoma and participate in the recruiting and hiring process for faculty and staff.
- Participate in the review of each faculty application for promotion/tenure and provide recommendations to the UW Provost.
- Ensure meaningful performance evaluations of faculty and staff are regularly conducted.
- Review and retain documentation of merit salary adjustment recommendations of the UW Tacoma campus and provide recommendations to the provost.

**Student Learning and Success**
- Promote and support teaching, learning and student success.
- Maintain student admission, enrollment and retention processes that achieve the goals of the campus through a diversity, equity and inclusion lens.
- Ensure effective delivery of student support services including but not limited to financial aid, health and counseling services, housing and food services, advising and career development, student organizations and engagement.

**Financial and Facilities Leadership**
- Oversee effective management of the financial resources of the UW Tacoma campus.
- Develop and implement strategies for providing competitive salaries to faculty and staff, which includes planning with the elected faculty council and executive leadership for the use of the tools available in the Faculty Salary Policy.
- Develop capital and budget proposals for the UW Tacoma campus and ensure the effective management of allocated resources.
- Develop and maintain a campus master plan.
- Assume responsibility for maintaining facilities that are welcoming, inclusive, safe and conducive to a productive working and learning environment.
- Manage the allocation of the campus space to academic and administrative units.
Managerial Leadership
▪ Enhance a culture of inclusion and collaboration within UW Tacoma units to include meaningful engagement with faculty, staff and student governance councils and committees.
▪ Ensure that UW Tacoma campus adheres to University policies and procedures.
▪ Promote and amplify a culture of diversity, equity and inclusion across the UW Tacoma campus.

Engagement with Faculty/Staff/Students
▪ Conduct regular and meaningful consultation, dialogue and engagement with diverse groups of faculty, students and staff and maintain visibility on campus.

Engagement with Alumni, Donors and External Community
▪ Engage with diverse groups of external stakeholders including alumni, donors, employers of graduates, and interested community organizations to solicit external input regarding the impact of their campus.
▪ Ensure the appropriate integration of the campus with the local community.
▪ Develop and implement fundraising strategies to obtain needed philanthropic support for campus initiatives.
▪ Engage stakeholders in meaningful interactions with the campus that foster pride, advocacy and private support.
▪ Enhance the stature and professional standing of the UW Tacoma campus among peers and relevant constituencies.

Engagement with the UW Community beyond the Unit
▪ Participate in the Board of Deans and Chancellors meetings and other activities to provide advice to the provost.
▪ Lead and participate on University of Washington committees to support University requirements and advance the University’s vision and goals.
▪ Serve as chief representative for the Tacoma campus in numerous University of Washington capacities.
▪ Collaborate with other academic leaders to advance University-wide and interdisciplinary initiatives.
Opportunities and Expectations for Leadership

The following represent some of the immediate opportunities that the new chancellor will address during the first two to three years in office. They are presented here in no particular order.

Develop a new strategic plan

UW Tacoma has been operating under the auspices of a strategic plan, Charting Our Course: UW Tacoma Strategic Plan 2016-2021, that is reaching the end of its planned life at the end of the current academic year. The mission, values and strategic aspirations articulated in that plan are broadly embraced by the campus community and provide a solid foundation on which to build. The new chancellor will lead the campus through the development of its next plan, articulating its aspirations, allocating resources for its execution and being accountable for its outcomes. Among the key questions that such a plan might address are the extent and pace of growth. UW Tacoma's campus occupies a significant footprint in downtown Tacoma, only about half of which is currently developed for its use. The city's leadership has a strong desire to continue the growth of the campus as an anchor for Tacoma's continuing urban renewal. Such plans must of course take into account student demand, institutional resources and the overarching strategies of the University of Washington as a whole.

Another important aspect of any such plan will be the further maturation of UW Tacoma's academic and administrative infrastructure. The institution is young by the standards of higher education, having been founded in 1989 and welcoming its first students in 1990, and has made tremendous progress over a relatively short period of time. It has evolved from its infancy to what might now be termed it adolescence, and its development and growth requires continual attention and nurturing, particularly in terms of policies, procedures and protocols at the level of best practices.

Address campus climate

During the 2019-20 academic year, UW Tacoma commissioned Rankin & Associates consulting to conduct a campus climate survey. Rankin's final report was issued in May 2020; the conclusions and statistics noted here derive directly from Rankin's work. The report shows that faculty, students and staff are by-and-large “very comfortable” or “comfortable” with the overall environment at UW Tacoma (74%, n = 1,475), with the environment in their departments/program or work units (62%, n = 305) and with the environment in their classes (83%, n = 1,443). At the same time, 16% (n = 323) of respondents indicated that they personally had experienced exclusionary, intimidating, offensive, and/or hostile conduct. Of these respondents, 28% (n = 92) reported that the conduct was based on position status, 24% (n = 79) reported that the conduct was based on gender/gender identity, and 19% (n = 63) reported that the conduct was based on racial identity (p. 78). The new chancellor will be proactive in implementing plans that have been developed for faculty, graduate students, undergraduate students, and staff to transform the climate at UW Tacoma based on recommendations from the Climate Survey Implementation Plan teams. The plans are based on findings from the UW Tacoma climate survey and collection of additional data in the 2020-21 academic year.
UW Tacoma is justifiably proud of its impact on students from underserved or emerging communities, including more than 50% of the student body being the first in their families to pursue higher education. The student body, in particular, is enviably diverse across multiple dimensions and benefits from the personal care of a highly motivated faculty and staff. The new chancellor will build upon the positive aspects of the campus culture to improve its climate in regard to diversity, equity and inclusion with particular emphasis on providing equitable opportunity and treatment for all. The Rankin report will be made available in full to candidates chosen for interview.

**Strengthen Community and Enhance Sense of Belonging within campus**

In this same survey, thirty-seven percent \( (n = 91) \) of academic personnel respondents “strongly disagreed” or “disagreed” that they felt valued by UW Tacoma senior administrators. Additionally, only forty-three percent \( (n = 101) \) of academic personnel respondents “strongly agreed” or “agreed” that their research/scholarship activity was valued. These data reflect a general sense of unease between the faculty and administration on the campus. The genesis of a chancellorial tenure provides an optimal opportunity to address these and other issues pertinent to relationships across the campus, one that must be seized productively by the new chancellor. To this end, robust, proactive and open communication across the institution and all of its constituencies and a leadership approach that emphasizes transparency, inclusivity and data-driven decision-making will have a profound impact.

**Build on strong connections to community**

UW Tacoma is deeply enmeshed in its home community, and its chancellor has historically been a leading figure in that community. Formed as a result of the community’s desire for a strong public university to serve the demand in the city and the region from both perspective students and their potential employers. The university has played a central role in the highly successful renewal of downtown Tacoma and benefits from the necessary physical space and community support to continue to grow in both size and impact. The new chancellor will immediately become engaged with the community, its leaders and it many corporations and civic organizations to propagate the symbiosis between the campus and its host community, among the most important of which is UW Tacoma’s close working relationship with Joint Base Lewis-McChord. To this end, the recent creation of the Office of Community Partnerships is both illustrative of the importance of these relationships and a key resource in their maintenance and expansion.

As would be expected, the new chancellor will play a leading role in the development of additional resources from external sources. This will include private philanthropy, strategic partnerships and state support. To this end, the chancellor will build from an excellent base. The campus recently participated in
the University of Washington's extremely successful comprehensive campaign, raising $56 million on a
goal of $45 million; planning for the university's next campaign effort is now underway. It enjoys the
enthusiastic support of Tacoma's substantial and growing corporate community, and that community
benefits from outstanding legislative leadership in Olympia. Legislative efforts for the University of
Washington are coordinated within the university's central administration. The chancellor's relationship
with local political leaders is a key aspect of those strategies for the Tacoma campus and for the
University of Washington as a whole.

**Professional Qualifications and Personal Qualities**

The University of Washington Tacoma is seeking an engaging, inspiring, and collaborative leader to serve
as its next chancellor. The ideal candidate will hold many of the following qualifications and qualities.

In the initial review of applications, the search committee prioritizes the following:

* **Academic Qualifications:** An advanced terminal degree is required.

* **Experience:** A minimum of ten years of progressive executive experience in higher education.

* **Leadership:** A strong history of leadership and management of personnel, finances and operations. The
  ability to recognize and develop talent and to support a diverse work force. A leader with strategic and
  organizational agility that handles ambiguity well.

* **Diversity and Inclusion:** A demonstrated commitment to diversity, equity, and inclusion in all forms. A
  proven track record of seeking opportunities to maximize diversity within a community including
  supporting the careers of faculty and staff from underrepresented populations, especially Black,
  Indigenous, and other people of color, and creating an equitable and inclusive work environment.

* **Integrity:** A leader with the highest level of ethics and integrity in all element of their work and self.

* **Visioning and Planning:** Understanding of the challenges and opportunities facing public higher education
  as well as campuses within a system and the ability to articulate them to stakeholder groups to animate
  change and to develop a cohesive vision and plans.

* **Partnerships and Relationships:** Demonstrated ability to work effectively internally and externally with
  multiple stakeholder groups. The ability to cultivate, recruit, engage and foster productive relationships
  with a highly accomplished board. Experience with a multi-campus system would be a distinct advantage.

* **Innovation and Creativity:** Adept at encouraging, catalyzing and bringing creative ideas of others to
  fruition. Prudent judgment about new ideas and suggestions that have potential for advancement. Ability
  to coordinate them within the context of available resources and maximize opportunity.

* **Communication:** An excellent and compelling communicator. Ability to advocate for programs, plans,
  activities and accomplishments with diverse audiences, including community leaders, government
  agencies, the state legislature, and the public and private sectors and international organizations.
**Fundraising:** A record of effective fundraising, stewardship and diversifying revenue streams. The ideal candidate will have direct experience in or appreciation for building long-term relationships with various philanthropic partners and will build these relationships throughout UW Tacoma's next growth period.

**Interpersonal skills:** To include, but not be limited to being high-energy, enthusiastic, empathetic, humble, cultural humility, collegial and a sense of humor.

## About University of Washington Tacoma

### Overview

UW Tacoma is an urban-serving university providing access to students in a way that transforms families and communities. Our mission is to:

- Expand access to higher education in an environment where every student has the opportunity to succeed
- Foster scholarship, research and creativity to address the challenging problems of our time and place
- Partner and collaborate for common good
- Catalyze the economic and social vitality of the region

UW Tacoma is one of three campuses that make up the University of Washington: the 160-year-old Seattle campus, and the Tacoma and Bothell campuses, both founded in 1990. We offer many of the same educational qualities as our sister universities — a vibrant campus setting; top-drawer faculty known for their teaching ability; a rigorous, interdisciplinary curriculum; and high standards of social responsibility.

UW Tacoma serves a diverse group of over 5,300 students. Students who are the first in their family to earn a college degree make up 56% of the student body. Just over 55% are students of color. Located just 13 miles from Joint Base Lewis-McChord, one of the largest military installations on the West coast, 17% of UW Tacoma's students are military-affiliated and the campus takes a lead role in managing base relations for the UW. [More student demographics]

The campus started as an upper-division and graduate school only, serving primarily a transfer student population (freshmen were first admitted in 2006). Today, still more than 60 percent of students transfer to UW Tacoma from one of the many community colleges in the area or from other universities. Freshmen from high schools all over the Puget Sound and beyond make up a growing portion of students. Add to the mix students who are returning to school after years away, military personnel and their families, and professionals working on new career goals. Our students create a kaleidoscope of perspectives crucial to learning.

### Academics

Across seven schools, UW Tacoma offers more than 50 undergraduate and graduate degree programs—including an Ed.D. in Educational Leadership and a new Ph.D. in Computer Science—along with certificate programs through our Professional Development Center.
Education at UW Tacoma happens both in and out of the classroom. Our size means students have the opportunity to work one-on-one with faculty on research and service projects. This approach helps reinforce key concepts and provides students with practical experience they need to launch their careers.

Tacoma, Washington

UW Tacoma is closely linked with the Tacoma and South Puget Sound communities. We are a member of the Coalition of Urban Serving Universities, a network of public, urban, research universities committed to creating an educated workforce, building strong communities and improving the health of diverse populations. The campus received Carnegie Community Engagement Classification in 2020.

The 46-acre campus footprint is set in the historic Union Station District, on a hillside overlooking the Port of Tacoma and Mount Rainier. Located at the southern end of downtown Tacoma, just off I-5, UW Tacoma is within walking distance of an array of restaurants, attractions, businesses, shops, parks, museums and historic architecture. The university has earned architectural awards for transforming once-abandoned historic buildings into modern academic space.

The campus continues to grow. New engineering labs and a learning commons with expanded space for the Center for Equity & Inclusion are expected to open this fall. UW Tacoma also anticipates breaking ground this fall on Milgard Hall, a new home for innovation, with space for engineering, business and a new Global Innovation and Design Lab.

Click here to learn more about University of Washington Tacoma
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 University of Tacoma Washington in this search. For fullest consideration, candidate materials should be received by April 15, 2021.

Application materials should be submitted using WittKieffer's candidate portal.

Nominations and inquiries can be directed to:

Dennis Barden, Robert Luke and Bree Liddell
UWT-Chancellor@wittkieffer.com


The University of Washington is committed to providing access and reasonable accommodation in its services, programs, activities, education and employment for individuals with disabilities. To request disability accommodation in the application process, contact the Disability Services Office at least ten days in advance at: 206.543.6450/V, 206.543.6452/TTY, 206.685.7264 (FAX), or dso@uw.edu.
About the 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 159th 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 university in the world with a commitment and imperative for using these activities for the public good.

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.

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.

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.

Uniquely Washington

The University of Washington’s vision and strategic priorities reflect the core values and culture that make us great and unique.
**UW Standard of Excellence**: We recruit the best, most diverse and innovative faculty and staff from around the world, encouraging a vibrant intellectual community for our students. We link academic excellence to cutting-edge research through scholarly exploration and intellectual rigor. We hold ourselves to the highest standards of ethics, as a beacon for our community and the world.

**Academic Community**: We are educators and learners. We promote access to excellence and strive to inspire through education that emphasizes the power of discovery and the foundation of critical and analytic thinking. We foster creativity, challenge the boundaries of knowledge and cultivate independence of mind through unique interdisciplinary partnerships.

**World Leaders in Research**: We have grown into the most successful public research university in the nation in attracting support for our research. Ours is a proud culture of innovation, collaboration and discovery that has transformational impact.

**Celebrating Place**: The natural beauty of the Pacific Northwest envelopes us. This is an important element of who we are, for this awe-inspiring place not only anchors us, it reaffirms our desire to effect positive change in the world around us. We accept gratefully our role in preserving and enhancing Washington: the place, the people, our home.

**Spirit of Innovation**: As Washingtonians, we are profoundly optimistic about our future. Based on our past and present, we find inspiration for the future. Ours is a culture with a determined persistence that engenders innovation and a belief that our goals can be realized.

**World Citizens** We are compassionate and committed to the active pursuit of global engagement and connectedness. We assume leadership roles to make the world a better place through education and research. We embrace our role to foster engaged and responsible citizenship as part of the learning experience of our students, faculty and staff.

**Being Public** As a public university we are deeply committed to serving all our citizens. We collaborate with partners from around the world to bring knowledge and discovery home to elevate the quality of lives of Washingtonians. This measure of public trust and shared responsibility guides our decision-making as well as our aspirations and vision for the future.
Leadership

Ana Mari Cauce, president

As the president of one of the world’s great public universities, Ana Mari Cauce is leading the University of Washington in advancing its mission in four key areas: providing a leading-edge student experience, conducting research and scholarship that has a global impact, upholding the UW’s dedication to its public mission and infusing the entire university with a commitment to innovation.

A member of the UW faculty since 1986, Cauce became interim president in March 2015, having previously served as provost and executive vice president, and the UW Board of Regents selected her to become the UW’s 33rd president at a special meeting Oct. 13, 2015.

Throughout her career, Cauce has championed access to higher education, including through the Husky Promise, which provides full tuition to eligible Washington students who otherwise could not attend college. As part of her strong belief in ensuring access to higher education for all, just one month into her role as interim president she engaged students in an honest discussion about race and equity, launching an effort to create a more just and diverse community.

The UW also views innovation as an imperative, and as part of that in June 2015 Cauce announced the launch of the Global Innovation Exchange. A partnership between the UW and Tsinghua University, with foundational support from Microsoft, GIX will educate the next generation of innovators through a project-based, globally focused curriculum available nowhere else.

Raised in Miami after emigrating with her family from Cuba, Cauce earned a B.A. in English and psychology from the University of Miami and a Ph.D. in psychology, with a concentration in child clinical and community psychology, from Yale University.

During the course of her career at the UW, Cauce has been appointed to various leadership positions, including director of the UW Honors Program, chair of American Ethnic Studies, chair of Psychology, executive vice provost and dean of the College of Arts and Sciences. In 2011 Cauce was named provost and executive vice president, responsible for overseeing the education, research and service missions of the university’s schools, colleges and other academic units.

For her teaching, scholarship and advocacy, Cauce has received numerous awards, including the Dalmas Taylor Distinguished Contribution Award, the Luis Fernando Esteban Public Service Award, the James M. Jones Lifetime Achievement Award of the American Psychological Association, the Grace Hopper Exemplary Leadership Award and the Distinguished Contribution Award from the Society for Community Research and Action. In 1999 she was awarded the Distinguished Teaching Award, the highest honor the University of Washington gives to faculty members for their work with students in and outside the classroom.

Cauce is a professor of Psychology and American Ethnic Studies, with secondary appointments in the Department of Gender, Women and Sexuality Studies and the College of Education. She maintains an active research program, focusing on adolescent development, with a special emphasis on at-risk youth. She is also a strong advocate for women and underrepresented minorities to pursue careers in science, technology, engineering and mathematics. Cauce remains active in the classroom and continues to teach and mentor undergraduate and graduate students.
Mark Richards joined the University of Washington as provost and executive vice president for academic affairs on July 1, 2018. A geophysicist, Richards also holds a faculty appointment in the College of the Environment’s Department of Earth and Space Sciences. As provost, he is the University’s chief academic and budget officer.

Richards came to the UW from the University of California, Berkeley, where he was professor of Earth and Planetary Science. While at Berkeley, he served as dean of mathematical and physical sciences, and simultaneously as executive dean of the College of Letters and Science. For his work on racial, ethnic, and gender diversity in the STEM fields, Richards received Berkeley’s two highest awards for promoting equity and inclusion.

Richards’ research is focused on dynamic processes in the interior of the Earth and the terrestrial planets, and how these processes affect geological phenomena such as plate tectonics and volcanic eruptions. His work includes observational, experimental and computational methods. Richards is currently leading an international team exploring the enormous Deccan Traps volcanic eruptions in India 66 million years ago, which coincided with the great Chicxulub (Yucatán, Mexico) meteor impact and the mass extinction that killed the dinosaurs.

After receiving his bachelor’s degree in engineering from the University of Texas at Austin, Richards earned his masters in applied physics and a Ph.D. in geophysics from Caltech, followed by a postdoc at the Australian National University. He served on the faculties of the University of Oregon and, in 1993, at the UW.

To learn more about University of Washington, please visit www.washington.edu/about/.