THE SEARCH

The University of Washington (UW) is seeking a creative, inclusive, strategic, and collaborative leader to serve as the next Senior Vice President, University Advancement. Under the leadership of its retiring Senior Vice President, University Advancement (SVP, UA) has blazed a trail in establishing an integrated University advancement program that works in strategic alignment and close collaboration with the University’s schools, colleges, campuses, and programs. University Advancement comprises alumni and stakeholder engagement, development, and University communications and marketing working as one team. This structure of integration and partnership has been the basis for broad success across the organization. The next Senior Vice President will have an opportunity to build on excellence while leading a team in identifying and capitalizing on new opportunities for increased impact in support of the University’s mission.

The next Senior Vice President, University Advancement will address a wide range of opportunities and challenges to enable UW to meet its aspirations, most notably:

- Advancing the UW’s impact by growing its reputation, financial resources, and community building and service;
- Driving multi-stakeholder strategy to influence and create alignment around University and unit priorities, maximizing their impact;
- Furthering a culture of continuous improvement, one that sustains an environment in which bold innovation can thrive;
- Creating a path for profound engagement with the University for stakeholders: from connection to community and contributions in all forms;
- Nurturing and deepening the synergies that grow from the full integration of the three disciplines of advancement and infusing this structure throughout the institution;
- Investing in and supporting the people who comprise University Advancement with a deep commitment to team culture and an understanding that our people are the drivers of our success.

The University of Washington has retained Mr. Jack Gorman of the national executive search firm Isaacson, Miller to conduct the search. Confidential inquiries, nominations, and applications may be directed to the search firm as indicated at the end of this document.
UNIVERSITY OF WASHINGTON

The University of Washington is one of the world’s preeminent public research universities, ranked No. 9 among all global universities in 2017 by the Center for World University Rankings and second in external research support among all national universities. The University is a significant contributor to the economic vitality of the nation and workforce needs of the state of Washington and the Pacific Northwest. Comprising three campuses in Seattle, Bothell, and Tacoma, along with an expanding presence in Spokane and a global network of programs and outreach including the Global Innovation Exchange (“GIX”), the UW educates more than 56,000 students annually, with another 55,000 through its Continuum College. The UW’s FY 2019 budget totals nearly $7.1 billion.

The University’s articulated collective vision is to be the greatest public university in the world, as measured by impact. The UW provides a comprehensive portfolio of undergraduate, graduate, professional, and co-curricular programs that prepare and engage Washington’s and the world’s top students. The UW is a thriving center of education, research, and innovation in multiple fields, and it attracts exemplary faculty and a highly diverse student population. Our comprehensive campaign, Be Boundless—For Washington, For the World, is the largest in public higher education. We reached our $5 billion goal two years ahead of schedule, and the campaign continues through June 30, 2020 with a focus on funding unmet priorities and on securing support for students and faculty. As of January 2019, campaign progress stands at $5.3 billion.

The UW is also home to six renowned health science education programs, including medicine, dentistry, pharmacy, nursing, social work, and public health. The highly ranked School of Medicine currently serves as a community-based medical school for Washington, Wyoming, Alaska, Montana and Idaho (the WWAMI program), which includes partnerships with five states and higher-education institutions across the region. UW Medicine and UW health sciences professionals support a world-class health care system that serves the needs of the people of the state of Washington and the surrounding region.

University Advancement

The University of Washington is supported by an exceptionally high-performing 600+ FTE advancement team exemplifying a model approach to advancement. University Advancement integrates alumni and stakeholder engagement, development, and University marketing and communications in collaboration with advancement operations—one of the few University organizations to do so. These University-wide functions work in close collaboration and partnership with school/college/campus (“unit”)-based advancement teams. Together, they support University and unit priorities. College and school leaders contribute nearly one-third of the total budget. The independent, nonprofit 501(c)(3) UW Alumni Association is strategically aligned and administered in partnership with University Advancement and with the University. UW Advancement’s values exemplify its approach: it starts with me; our best work is done together; we create impact.

SENIOR VICE PRESIDENT, UNIVERSITY ADVANCEMENT

Reporting to President Ana Mari Cauce, the Senior Vice President oversees an integrated University advancement team encompassing alumni and stakeholder engagement, development, and marketing and communications. Operating in a central-decentral model, the Senior Vice President works closely with institutional and academic leadership across all three
campuses to advance the UW’s impact by supporting institutional and school/college/campus priorities. The Senior Vice President represents University Advancement to the broader UW community and oversees a budget of approximately $90 million. The Senior Vice President oversees seven direct reports, including Vice Presidents for Alumni and Stakeholder Engagement, Development, and Marketing and Communications (joint report to the President), Associate Vice Presidents for Advancement Operations and for Campaigns and Emerging Initiatives, a Principal Analyst, and an Executive Assistant. The Chief Advancement Officer and Vice President for Medical Affairs at UW Medicine and the Associate Vice President for Development Programs additionally serve on the Senior Vice President’s executive leadership team. In addition to service on various University committees, the Senior Vice President holds ex-officio director roles on the University of Washington Foundation Board and on the UW Alumni Association Board of Trustees. The Vice Presidents for Alumni and Stakeholder Engagement and Development serve as Executive Director of the Alumni Association and President of the Foundation respectively.

**Key Opportunities and Challenges**

The Senior Vice President, University Advancement (SVP, UA) has the opportunity to lead one of the top advancement offices in the world to the next level. Building on excellence, the Senior Vice President will identify and capitalize on opportunities to further the University’s impact and adapt to a rapidly changing landscape in philanthropy and in higher education—positioning UW Advancement for future success.

**Advance the UW’s impact by growing reputation, financial resources, and community building and service**

The Senior Vice President, University Advancement plays a leadership role in advancing the University’s impact by leading a team responsible for growing the University’s reputation, securing increased levels of financial resources to support its work, and embracing and furthering the service that is core to the UW’s mission as a public institution. The Senior Vice President, University Advancement:

- Fosters and delivers a best-in-class integrated advancement program that supports the mission, goals, and strategic priorities of the University and its component units.
- Furthers institutional advancement by driving effective marketing and communication, stakeholder engagement, and securing financial resources for the institution.
- Regularly represents the University in external, public-facing forums and settings.
- Develops deep relationships with key stakeholders including Principal Giving donors, key volunteers, and business and community leaders, inviting their partnership and financial investment in pursuit of shared goals.

**Drive multi-stakeholder strategy to create institutional alignment**

The Senior Vice President works closely with and catalyzes connections between a diverse array of stakeholders including University, academic, and administrative leadership, volunteers, donors, alumni, and community stakeholders at the local, regional, national, and global levels. In facilitating collective dialog, the SVP, UA supports and furthers alignment around institutional and unit priorities. The Senior Vice President, University Advancement:

- Serves as a cabinet-level University officer, promoting additive dialog about how University Advancement best supports the University’s aspirations;
• Plays a leadership role in University-level strategic planning;
• Develops strong relationships with decanal and senior administrative leadership;
• Ensures strong connections between volunteer and University leadership;
• Develops and drives budget/resource plans that align advancement goals and University expectations.

**Further a culture of continuous improvement, fostering an environment for bold innovation to thrive**

Given the culture and region in which it resides and the institution it supports, UW Advancement must be a vanguard of best practices. The Senior Vice President enables and empowers this by:

• Cultivating a deep understanding of the arenas in which the University operates, including but not limited to higher education and academic health sciences.
• Constantly identifying and assessing potential opportunities and challenges on the horizon, bringing these to institutional and advancement strategic plans.
• Supporting a culture of positive change and novel approaches, encouraging team members to take risks, fail fast, and try again.

**Create a path from connection to community and contribution**

The Senior Vice President advances the University’s impact by leading a team that builds relationships that benefit the UW through personal action and societal impact. The Senior Vice President guides an organization that:

• Builds relationships, engaging a diverse array of current and potential stakeholders with the University;
• Fosters engagement both at a personal level and at scale, fostering progressive relationships that advance both the University’s impact and stakeholder objectives.

**Nurture and deepen the integration among the three disciplines of advancement**

University of Washington Advancement exemplifies a model approach to advancement, integrating alumni and stakeholder engagement, development, and University marketing and communications in collaboration with advancement operations. The Senior Vice President will build on this success by:

• Actively promoting collaboration and synergies throughout University Advancement, supporting multi-faceted partnerships in all directions, including between schools/colleges/campuses and University-wide advancement functions;
• Fostering a culture of integrated advancement throughout the organization, including with key volunteer boards and with academic leadership.
• Ensuring a one team, one plan approach whereby the University Advancement team plans and executes its work together in alignment with the University’s priorities and
greatest opportunities to develop resources, public understanding and deep engagement and advocacy with stakeholders.

*Invest in and support the people who comprise University Advancement, and are the drivers of its success*

Advancement is a relationship-based business, with people at its core. The Senior Vice President ensures the success of University Advancement by supporting and developing its team members. The Senior Vice President will:

- Embody and reflect University Advancement’s core values: it starts with me; our best work is done together; together we create impact.
- Drive a culture of diversity, equity, and inclusion, attracting candidates with diverse backgrounds, experiences, and perspectives and ensuring a safe, welcoming, and supportive environment for all team members.
- Maintain a destination workplace, attracting and retaining top-level team members committed to institutional mission and values.
- Foster professional growth, including leadership development, at all levels of University Advancement.
- Instill a deep sense of commitment to the public trust—embodied through the University’s commitment to authentic, trusting relationships with all of its stakeholders—from the greater public to students, alumni, and philanthropists whose relationships span decades and generations.

**Qualifications and characteristics**

The University of Washington seeks a dynamic, accomplished, inspiring, and collaborative individual to serve as its next Senior Vice President, University Advancement. Desired qualifications include:

- Prior administrative and leadership experience in a large complex higher-education environment, including evidence of vision and effective strategic planning and implementation;
- An understanding of the importance of, and demonstrated success in, promoting diversity and inclusion among staff and volunteers;
- History of creative, inclusive, strategic, collaborative work;
- Demonstrated commitment to fostering collaboration across advancement disciplines;
- Demonstrated success developing and deepening authentic relationships with a wide array of stakeholders, both internal and external to the University;
- Demonstrated success securing principal gift private support;
- A leadership style based on integrity, transparency, and inclusiveness, with a proven ability to influence others beyond formal authority;
- Demonstrated ability to manage human, financial, and information resources strategically;
- Exceptional interpersonal, written, and oral communication skills;
- A bachelor’s degree is required; an advanced degree is a plus;
- Experience with multi-billion-dollar campaigns, D1 athletics, and high-performing, complex academic medical centers is preferred.

Compensation and Location

Compensation will be competitive and commensurate with the successful candidate’s professional record. The University of Washington is located in Seattle’s University District, one of the city’s oldest and most diverse neighborhoods, with a unique mix of ethnic restaurants, coffee houses, retail shops and other services. The city of Seattle, which serves as the extended campus of the university, is considered to be one of the most livable cities in the U.S. and is renowned as a hub for outdoor recreation and arts and culture. Seattle combines unparalleled natural beauty with small-town friendliness, a Pacific Rim outlook, and cosmopolitan amenities. Contrary to its reputation, Seattle receives less precipitation than New York City, Atlanta, Houston, and most cities along the eastern seaboard. For more about Seattle, please see [http://www.seeseattle.org](http://www.seeseattle.org) and for more about Washington, please see [http://www.experiencewa.com](http://www.experiencewa.com).

TO APPLY

This search is being led by Jack Gorman with Becky Piper, Rachel Partin, Devon Benjamin, and Kaleigh Hoffman. For more information, to make a nomination, or to apply for this role, please visit:

[imsearch.com/6993](http://imsearch.com/6993)

_The University of Washington is an affirmative action/equal opportunity employer committed to excellence through diversity, and seeks candidates committed to a campus climate that supports equity and inclusion._
Appendix I: About the University of Washington

The UW is a multi-campus university comprising UW Seattle, UW Tacoma, and UW Bothell, as well as a world-class academic medical center. As of fall 2018, UW enrolled 47,392 students at UW Seattle, 5,944 students at UW Bothell, and 5,356 students at UW Tacoma. UW Bothell is located about 20 miles northeast of Seattle; UW Tacoma is located approximately 34 miles south of Seattle.

Academics

UW Seattle (UW) offers more than 250 degree options through its 16 schools and colleges. The schools and colleges include: the College of Arts & Sciences, the College of Built Environments, the Michael G. Foster School of Business, the School of Dentistry, College of Education, College of Engineering, College of the Environment, the Graduate School, Information School, School of Law, School of Medicine, School of Nursing, School of Pharmacy, Evans School of Public Affairs, School of Public Health, and the School of Social Work. UW Seattle students can choose from 165 majors and more than 500 student organizations.

Research

With strong foundations in engineering, forestry, aerospace, marine sciences, and health sciences, the university receives more than $1.3 billion dollars in public and private grant and contract support for research and training every year, of which about 77 percent comes from federal funding. UW receives more federal research funding than any other public university in the country, and receives the second-most federal research funding of all universities in the country. In addition, UW is a proud participating member of the Association of American Universities (AAU). Notwithstanding, admission to the University of Washington is highly competitive as twenty of the university’s 34 graduate programs are ranked in U.S. News and World Report’s rankings of the top 20 in the nation, and 15 are in the top 10.

Faculty and Staff

The University of Washington recruits some of the best, most diverse and innovative faculty and staff from around the world. UW is home to approximately 30,000 staff members and more than 4,300 faculty members. Among the faculty, there are 183 members of American Association for the Advancement of Science, 82 members of the National Academy of Sciences, 94 members of the American Academy of Arts and Sciences, 63 members of the National Academy of Medicine, 30 members of the National Academy of Engineering, seven Nobel Prize laureates, two Pulitzer Prize winners, one winner of the Fields Medal, 29 winners of the Presidential Early Career Awards in Science and Engineering, 15 Howard Hughes Medical Institute Investigators, 17 MacArthur Fellows, six winners of the National Medal of Science, six winners of Albert Lasker Award for Clinical Medical Research, four members of the American Philosophical Society, two winners of the National Book Award, among numerous other accolades.
Students and Alumni

As of fall 2018, the University of Washington’s flagship campus had 47,392 students, making it the largest university (in terms of student population) on the west coast. The undergraduate acceptance rate in 2018 was 48.7 percent of applicants. Nearly 75% of UW graduates remain in Washington after graduation, thus providing the state a well-educated workforce and positively contributing to the state’s economy. The University of Washington’s talented alumni population includes 465 Fulbright Scholars, 37 Rhodes Scholars, seven Marshall Scholars, and seven Gates Cambridge Scholars. In 2017, the UW ranked No. 2 in U.S. Peace Corps volunteers, with 73 alumni serving around the world.