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LEADERSHIP PROFILE

University of Washington
**Dean of the Daniel J. Evans School
of Public Policy & Governance**

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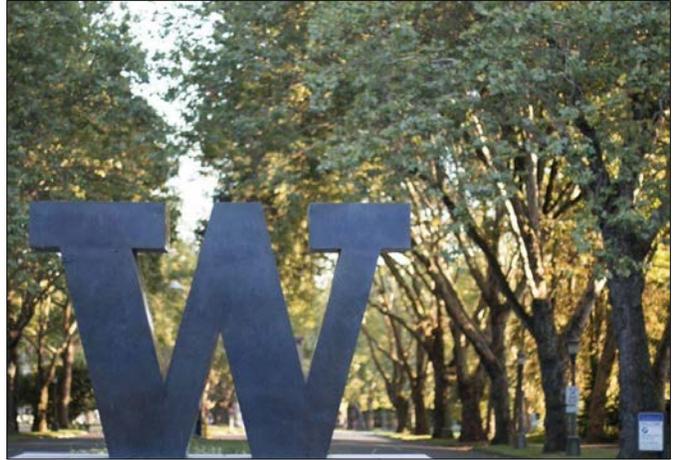
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Table of Contents

The Opportunity	Page 1
The Evans School of Public Policy & Governance	Page 2
University of Washington	Page 5
Opportunities and Expectations for Leadership	Page 8
Professional Qualifications and Personal Qualities	Page 10
Procedure for Candidacy	Page 12

The Opportunity

The Daniel J. Evans School of Public Policy & Governance at the University of Washington has been consistently ranked as one of the best public affairs schools in the world. *U.S. News & World Report* ranked the Evans School as tied for 4th out of 266 schools of public affairs and 2nd among public universities. The School is a scholarship and graduate education leader in the fields of public policy and public administration — with faculty from top-rated programs in political science,



economics, sociology and public policy. To continue and augment its trajectory of increasing influence and recognition in the field, the Evans School seeks a dean to succeed a long-serving and successful incumbent that held the position for 16 years.

With highly respected MPA and Executive MPA programs firmly established and a 15-year-old Ph.D. program growing in prominence, the Evans School presents its next dean with an exemplary platform of graduate teaching and scholarly activity. Building from this considerable base, the new dean will work with the faculty, student body, alumni, supporters and University leadership to expand the School's capacities and influence across both the academy and the public, private and nonprofit sectors. While some initiatives — such as expansion of The Evans School's course offerings at the undergraduate level — are currently under consideration, the dean will have the opportunity to play a personal and leading role in the establishment of the institution's strategy for the foreseeable future. The next dean will have a strong commitment to diversity, equity and inclusion across the institution, including across the curriculum. This person will be an active collaborator within the School and with colleagues across the University and industry, developing robust community partnerships and an unrelenting expectation for excellence in every aspect of the School's academic, scholarly and administrative activity.

The Evans School's new dean will be an established scholar and a strategic leader of people and programs with a track record of success within a highly complex environment. The ideal candidate will possess an earned terminal degree within an applicable discipline and a record of teaching and research commensurate with an appointment to the Evans faculty at the rank of full professor. The search committee also will consider candidates whose contributions as a practitioner and commitment to the study and teaching of public policy and management warrant special consideration. The new dean will demonstrate at least 10 years of progressively responsible leadership and management experience typified by an open and accessible approach. As the chief public representative and leader of efforts to secure both philanthropic investments and strategic partnerships, the successful candidate will demonstrate outstanding presentation and relationship-building skills. The position requires key attributes of successful academic leaders, including a commitment to shared governance, a highly collaborative and transparent leadership style, a successful record of implementing innovative diversity, equity and inclusion best practices and core leadership competencies: an unquestioned integrity, outstanding judgment, an entrepreneurial spirit and strong diplomatic skills.

The next dean of the Evans School will inherit an institution both near the top of its peer group and yet poised for even greater impact, innovation and recognition.

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."



Evans School of Public Policy & Governance

The Evans School was established in 1962 as one of the nation's first schools of public policy at a public university. Formerly known as the University of Washington (UW) Graduate School of Public Affairs, the Evans School was renamed in 1999 to honor [Daniel J. Evans](#), who served as both a U.S. senator and three-term governor of the State of Washington. In 2015 the School was renamed the Daniel J. Evans School of Public Policy & Governance to reflect the School's intellectual and practical contributions to the fields of policy design and public service leadership.

Academic Departments and Programs

The Evans School offers the following graduate degrees: [The Evans School Master of Public Administration](#), [Global Master of Public Administration](#), [Executive Master of Public Administration](#) and the [Ph.D. in Public Policy and Management](#).

For more information on academic department and programs, please visit: <https://evans.uw.edu/academic-programs>.

Faculty

Recognized for their cutting-edge scholarship and renowned as some of the best educators of public policy and governance in the country, Evans School faculty members are driving change and shaping innovative policy solutions in communities worldwide. They are thought leaders in producing objective, relevant and reliable information and analysis to tackle challenges across a wide range of topics including: social and poverty policy; nonprofits;

environmental sustainability; international development; public finance and management; and urban revitalization.

With 40 faculty representing 14 different disciplines — from political science, economics, sociology and public policy, among others — the Evans School provides students with the advantage of being able to examine issues analytically and objectively from a multi-disciplinary perspective. Additionally, Evans faculty members are deeply dedicated to students' learning and working in partnership with many vibrant student organizations to create a diverse educational community that translates beyond the classroom and into practice.

For more information on the Evans School faculty, please visit: <https://evans.uw.edu/our-faculty>.

Students

Graduate enrollment: nearly 500 students (across MPA, EMPA and Ph.D. programs)

Master's degrees awarded in 2019: 223

Doctor of Philosophy degrees awarded in 2019: 3

(Data reported in August 2019 for the 2018-19 academic year)

Alumni

The Evans School has 4,500 living alumni; Evans alums give back to the UW at the highest rate among all schools/units on campus (approximately 25% of alumni). While many Evans alumni stay in the Pacific Northwest area, our alumni span 56 countries and 47 U.S. states. Nearly half of Evans alumni work within the public sector, 30% in the nonprofit/NGO sector and 20% in the private/for-profit/social sector.



Mission

- *We are committed to improving the quality of public and nonprofit service.*
- *We educate leaders to meet societal challenges with compassion, vision, analytic rigor and practicality.*
- *We advance scholarship and ideas that strengthen public policy and management.*
- *We are dedicated to serving local, national and global communities and promoting thoughtful, civil, public deliberation.*
- *We value integrity, respect, diversity, collaboration and excellence in our own institution, in our graduates and in the community.*

Diversity, Equity and Inclusion

The Evans School believes that their community should reflect the diverse backgrounds, opinions, experiences and perspectives evident in the world in which we live. The School strives for advance diversity, equity and inclusion and continually works to increase awareness and understanding of themselves and the communities the School and their

alumni serve. The School's active and ongoing engagement with a variety of individuals and communities, both on and off the University of Washington campus, informs and enriches research, teaching and learning. The School community understands that in order to effectively serve the public, they must be exposed to a broad range of perspectives. The School is committed to further developing their capacity to participate in and facilitate honest discussions about potentially contentious issues.

The following are some of the ways in which they act on this commitment:

- *Committee for Equity and Inclusion*, which brings together students, staff and faculty to promote diversity and inclusion in curricular and co-curricular activities and in the recruitment of students, faculty and staff. Initiatives include the development of a Race and Equity in Policy and Governance courses for students enrolled in the MPA program.
- Student Interest Groups focused on diversity and social justice, including Partnership for Community & Diversity (PCD), Out in Public (LGBTQA), Evans People of Color (EPOC) and Evans NOW.
- Active pursuit of the Network of Schools of Public Policy, Affairs and Administration (NASPAA) accreditation standards for
 - Promoting diversity and a climate of inclusiveness through recruitment, admissions practices and student support services.
 - Promoting diversity and a climate of inclusiveness through recruitment and retention of faculty members.

For more information, please see the [Evans School Blueprint for Diversity: 2017-2021](#).

Policy Impact

Addressing the challenges faced by society requires educated leaders, accurate information and prudent decisions. This combination – and no small amount of hard work – defines the path toward solving complex issues. The Evans School emphasizes expertise, collaboration and innovation as they look toward the policy impact of their work.

The faculty, students and staff are involved in a range of key initiatives and programs with significant policy implications including: the [AP Science Impact Study](#), the [Consortium on Collaborative Governance](#), the [Evans School Policy Analysis & Research Group \(EPAR\)](#), the [West Coast Poverty Center](#), the [International Program in Public Health Leadership \(IPPHL\)](#), the [William D. Ruckelshaus Center](#), the [Minimum Wage Study](#), the [Fautleroy Ferry Terminal Analysis](#) and the [Seattle Arena Public Finance Analysis](#).



Renewing Parrington Hall

Built in 1902 and the second oldest academic building on campus, Parrington Hall has housed the Evans School since 1988. When the Evans School moved into Parrington Hall, it boasted 100 students and 12 faculty members; in 2018, with 500 students, 40 faculty members and 25-plus staff, Evans needed to reimagine and remodel its historic home.



In an effort to meet current and future needs, the Evans School launched an extensive capital campaign to increase the usable square footage of Parrington Hall. Fundraising kicked-off in April 2016, the School moved to a temporary location in January 2019 and the School is on target to move back into a renovated facility in August 2020. Funding for this project included \$10-million-plus in private fundraising from more than 450 donors and \$10 million from the WA State Legislature. All funding — private, state and UW — was secured by Summer 2019.

For more information, please visit: <https://evans.uw.edu/parrington-hall-updates>.

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 university in the world with a commitment and imperative for using these activities for the public good.



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
- Evans School of Public Policy & Governance
- 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
- School of Public Health
- School of Social Work

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.

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:

- 7 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 tens of 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 10 "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% 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.

Continue to drive academic excellence

The Evans School has made tremendous progress under the aegis of its long-serving dean in terms of academic quality and reputation. Now recognized among the best public administration and public policy schools in the nation, the Evans School is well positioned to continue to enhance both its academic offerings and its scholarly contributions to the field. Building on its current centers of excellence and leveraging both its own resources and the excellence of the University of Washington across the disciplines, the Evans School can and must continue to work toward unrivaled excellence across all of its sub-disciplines.

Accomplishing this ambitious goal will require a leader of unrelenting energy and enthusiasm who inspires faculty, students and staff to aspire to the highest levels of expectation. The next dean will need to understand academic trends in a continued effort to ensure the Evans School remains relevant in a competitive environment.

Drive program development and collaboration

Building on its success to date, the Evans School has great plans. The School launched a Ph.D. program 13 years ago which has the capacity to grow considerably in reputation, capacity and impact. The School is in the early stages of developing the necessary tools and training to enhance its online offerings, and myriad opportunities exist to augment what is already a highly collaborative environment that builds on strengths across the University. Additional opportunities to enhance well-established and successful programs exist in areas like international public policy and population health, the latter of which is a major focus across the University. The School's research portfolio already has elevated national prominence and there is an expectation that they will continue to grow sponsored research.

Perhaps the most obvious opportunity the new dean will inherit is the development of an undergraduate program in public policy. This long-standing plan on the part of the Evans School will require considerable energy and perseverance from its new dean. The University's approach to budgeting — which it calls ABB, activity-based budgeting — is the UW's version of responsibility-centered management. The new dean will work diligently and in close concert with decanal colleagues across the University and, in particular, with the dean of Arts & Sciences, to create win-win scenarios for all involved.



Champion diversity, equity and inclusion across the institution

The University of Washington is unrelenting in its dedication to a pluralistic society and to providing access to traditionally underserved populations. Led in word and deed by President and long-time faculty member Ana Mari Cauce, the University is dedicated to providing a welcoming environment to a diverse student body, faculty and staff and thus to contributing to a socially just society.

The Evans School has made tremendous strides in recent years in ensuring that its faculty, and in particular its student body, are more increasingly reflective of the world it serves. While those efforts have borne success, the new dean must demonstrate a track record in strengthening these efforts specifically related to fundraising, curriculum development and attracting and retaining diverse faculty, staff and students in order to be a program that is truly reflective of the public it seeks to serve. In particular, Evans students and faculty are dedicated to ensuring that issues of diversity, equity and inclusion are manifest across the Evans curriculum, especially in the cases and materials studied in the master of public administration and executive master of public administration programs (MPA).

Lead the Evans School through reaccreditation

During the 2020-21 academic year, the Evans School will be developing and finalizing its self-study as the penultimate step of reaccreditation by NASPAA. (It should be noted that this reaccreditation process has been delayed by one year in recognition of the decanal transition due to take place in summer 2020.) This process will allow the new dean to dig deeply into the School's fundamental data, policies, procedures, programs and outcomes, providing an ideal orientation to the new role. The dean will play a leading role in this reaccreditation process which will culminate in a site visit during the 2021-22 academic year.

Build the national and international reputation of the School

While the Evans School's reputation among its peer institutions and their faculties is exceptionally strong — and it is seen in Olympia, the state capital, as a critical resource for counsel and information — its reputation across the wider market for public policy and administration schools may be further developed in the future. The dean will work with partners across the University to enhance the reputation of the School among the policy

community, funders, prospective donors and potential students. In this effort, the dean will be aided by several initiatives already in place, including working partnerships with institutions in China, Hong Kong and Australia and nascent programs like the Global MPA, non-degree study and distance education.

Enhance revenue

It will surprise no one that the Evans School's dean must be an energetic and successful fundraiser. Evans enjoys strong followership in what is one of the nation's most robust corporate environments, which such cutting-edge businesses as Amazon and Microsoft call home. Adding to this fertile mix, the University of Washington boasts one of the nation's most prominent and successful advancement operations, bringing very significant resources and staffing strength to support the dean's efforts. As the School reaches its \$50-million goal within the UW's \$5-billion campaign, its culture of philanthropy has never been stronger nor has its productivity been greater. The stage is well-set for the new dean to build on this success.

The dean also will seek out alternate sources of revenue beyond traditional tuition and enhanced philanthropy. The environment is ripe for strategic partnerships that add value to the School and its partners, and augmented academic programming has the potential to draw both new students and new investment. Thus, while Evans does not anticipate growing its number of academic offerings significantly, innovation does have the potential to add value across the institution, including but far beyond enhancing its annual revenue.



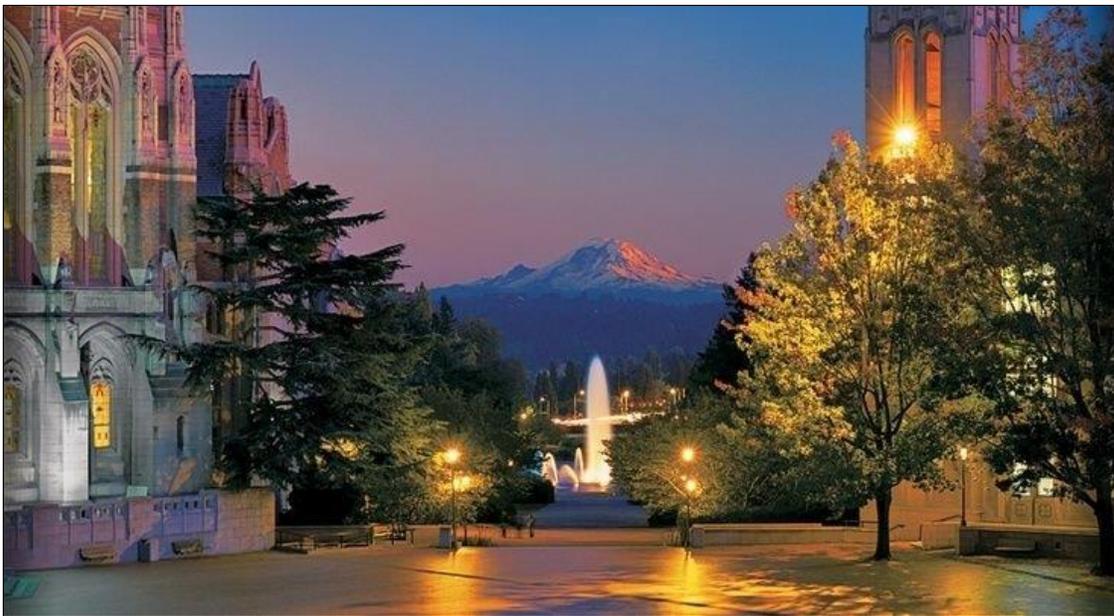
Professional Qualifications and Personal Qualities

The dean of the University of Washington's Evans School of Public Policy & Governance will be a strategic and passionate leader of people and programs with a track record of success within a highly complex environment. The ideal candidate will possess an earned terminal degree within an applicable discipline and a record of teaching and research commensurate with an appointment to the Evans faculty at the rank of full professor. The search committee will also entertain candidates whose contributions as a practitioner and commitment to the study and teaching of public policy and management warrant special consideration. The new dean will demonstrate at least 10 years of progressively responsible leadership and management experience typified by an open and accessible approach.

The dean will be committed to championing diversity, equity and inclusion across demographics (student, faculty and staff), curriculum and operations and will demonstrate a track record for equity meaningful progress in this area in previous positions. The ideal candidate will be a leader dedicated to a holistic and collaborative approach to the School's core programs. 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 offerings presented by the School 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 Evans School 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. 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 staff and students.

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, a deep and demonstrated commitment to equity and inclusion and a mature, realistic self-image. Additionally, the dean will need to work with the diverse needs of our many stakeholders: faculty, students, staff and the University community, and our colleagues in the Puget Sound region, nationally and abroad.



Procedure for Candidacy

Confidential review of applications will begin immediately and continue until the position is filled. For best consideration, a curriculum vitae and letter of interest should be submitted by October 25, 2019. Additional information will be requested from semi-finalists and finalists as the process progresses.

Diversity and equity strengthen intellectual endeavors, and these are crucial commitments for successful leadership. Candidates who self-identify as women; people of color; lesbian, gay, bisexual, queer or transgender; or have previous experiences with physical, economic or cultural diversity are strongly encouraged to apply.

Nominations, inquiries and expressions of interest may be directed confidentially to the consultants supporting the search, Dennis M. Barden, Robert W. Luke and Julia Venetos, via email at UWEvansDean@wittkiewer.com. The consultants can be reached by telephone via Laurie Adams at 630-575-6152.

**Dean of the Evans School of Public Policy & Governance
University of Washington**

c/o WittKieffer

Attention: Dennis M. Barden, Robert W. Luke and Julia Venetos
2015 Spring Road, Suite 510
Oak Brook, IL 60523

Equal Employment Opportunity Statement

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

Commitment to Diversity

The University of Washington is committed to building diversity among its faculty, librarian, staff and student communities and articulates that commitment in the UW Diversity Blueprint (<http://www.washington.edu/diversity/diversity-blueprint/>). Additionally, the University's Faculty Code recognizes faculty efforts in research, teaching and/or service that address diversity and equal opportunity as important contributions to a faculty member's academic profile and responsibilities (<https://www.washington.edu/admin/rules/policies/FCG/FCCH24.html#2432>)

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