



UNIVERSITY *of*
WASHINGTON

TACOMA



Invites Applications and Nominations for the Position of:

Executive Vice Chancellor for Academic Affairs

Greenwood/Asher
& ASSOCIATES, LLC

The Opportunity

The University of Washington Tacoma invites applications and nominations for the position of Executive Vice Chancellor for Academic Affairs. Reporting to the Chancellor at the University of Washington Tacoma, the Executive Vice Chancellor for Academic Affairs (EVCAA) is the chief academic officer of the campus. The EVCAA oversees all academic matters, including graduate and undergraduate education, academic planning and curriculum, faculty, academic support, and resource allocation in the context of shared governance. The EVCAA partners with the Vice Chancellors for Finance and Administration, Equity and Inclusion, Student Affairs, Advancement, and Information Technology, as well as the Chief Strategy Officer, and the Assistant Chancellor for Community Partnerships, to achieve the strategic impact goals of the campus. Academic Affairs includes several units and seven Schools.

The Role of the Executive Vice Chancellor for Academic Affairs

The Executive Vice Chancellor for Academic Affairs (EVCAA) position reports to the chancellor and serves on the chancellor's executive leadership team along with the vice chancellor for student affairs, the vice chancellor for advancement, the vice chancellor for finance and administration, vice chancellor for equity and inclusion, chief strategy officer, assistant chancellor for community partnerships, and the vice chancellor for information technology. Reporting to the EVCAA are the deans of the School of Interdisciplinary Arts and Sciences, Milgard School of Business, School of Engineering and Technology, School of Education, School of Nursing and Healthcare Leadership, School of Social Work and Criminal Justice, and School of Urban Studies.



The EVCAA is also responsible for graduate and undergraduate education; the Institute for Innovation and Global Engagement, which includes the Global Honors program; International Programs, Academic Advising, Academic Human Resources, Library, Research Office, and the Teaching and Learning Center.

OPPORTUNITIES AHEAD

UW Tacoma is an extraordinarily dynamic and aspirational institution. Building on the existing momentum and trajectory of UW Tacoma, the future holds significant potential for growth, increased excellence, and the opportunity to propel the University into the ranks of the premier urban serving institutions in the country. The next EVCAA will join an institution that is fiscally sound, operationally healthy, and deeply committed to its mission. It is an institution with strong community and legislative support. The EVCAA will have many opportunities to provide leadership in several critical areas, including but not limited to:

Leading academic planning and resource allocation: In collaboration with an anticipated comprehensive strategic planning process, the EVCAA will be expected to lead efforts to develop a robust plan that will reflect a shared vision to further define the academic identity of UW Tacoma

moving forward. The next round of academic planning will begin during the 2022-2023 academic year. Academic planning will require extensive collaboration with faculty and staff and the inclusion of internal and external stakeholders who can contribute to new program development, reflecting the University's urban-serving mission. The EVCAA will also develop supporting budgets that reflect alignment of resources with the plan's goals and objectives.

Managing growth: The new EVCAA will join a campus poised to grow strategically. UW Tacoma has seen significant growth since its inception. However, the student population has remained relatively stable over the last couple of years due to the pandemic. The need for undergraduate slots in Washington is well-documented, and there is broad support for UW Tacoma's continued growth. It will be essential that the EVCAA provide strategic leadership to ensure that the academic enterprise can absorb enrollment growth thoughtfully and intentionally. The EVCAA will achieve this by recruiting new faculty and staff, adding high-demand new academic programs, and further strengthening of the academic infrastructure. Particular attention should be paid to the increasing demands on faculty as enrollment grows, making it critical that the EVCAA fully engage with faculty in managing growth and change. The dynamic future of UW Tacoma is clearly one of the most exciting and challenging elements of the position.



EVCAA strives to strengthen and grow academic support structures alongside UWT's growing student and faculty populations. In addition to managing all matters related to the academic affairs at UW Tacoma and reporting to the Chancellor, the EVCAA also consults with the UWS Provost and the UWS Vice Provost for Academic Personnel on matters such as tenure and promotion, scholarship, research, and engagement. It will be important to continue discussions on the optimal academic affairs architecture (including structure and staffing) to support the mission and vision of the University.

Strengthening the partnership with Student Affairs: Student success is paramount to UW Tacoma. The University has been diligently developing an integrated four-year program and enhancing services to a diverse student population to increase retention and graduation rates. While Student Affairs has taken the lead in addressing student success issues, the EVCAA has the opportunity to add to the success of these efforts by finding ways to further integrate the activities of Academic Affairs and Student Affairs.



Creating opportunities for faculty development: Faculty members at UW Tacoma are very dedicated to the mission and success of the institution. We would welcome further investment in faculty support initiatives, emphasizing promoting and supporting contributions through research scholarship. Assist in rebalancing teaching, service, and research expectations on the campus. Leadership training for faculty moving into management roles might be considered, and specific professional development programs for teaching effectiveness, student success, community engagement, and research support. Providing greater clarity on promotion and tenure guidelines aligned with UW Tacoma's urban-serving mission would also be welcomed. Work with professional programs that must meet accreditation/reaccreditation requirements.

Enhancing the climate for academic staff members: The academic staff at UW Tacoma are highly committed to the institution's success. They seek a leader who will advance an organizational structure that supports their professional growth and will strengthen and further integrate academic offices and programs across campus. They would welcome an EVCAA who models behavior that values staff and recognizes their contributions to the academic mission and success of the university.



Increasing Diversity: Given the projected growth, the University will be adding new faculty positions annually over the next several years. People of color represent approximately 59% of the student body (reflecting the racial and ethnic diversity of the region), but the faculty ranks, despite the recruitment successes in the last few years, do not reflect this diversity. It is imperative that the EVCAA has demonstrated commitment and success in championing diversity and social and racial equity, particularly in developing strategies to further diversify faculty across all Schools and

in alignment with student and regional demographics.

Leveraging the relationship with the University of Washington: The president and provost at the flagship campus in Seattle are enthusiastic about UW Tacoma's future. Forming effective working relationships with them and other academic leaders will be critical in helping UW Tacoma define its future and shape its unique academic identity and advocating on behalf of the UW Tacoma programs and campus. The EVCAA will have the opportunity to take advantage of the myriad of resources available through UW Tacoma's affiliation with this great University. The EVCAA will invest appropriate energies to build positive relationships with key campus constituents, including faculty, staff, and students. The EVCAA should establish personal/professional credibility by reaching out to understand faculty needs and expectations, value shared governance, and implement proper planning and communications protocols that strengthen this partnership on an ongoing basis.

Participating in maintaining and building community partnerships: While the EVCAA is often viewed as more of an internal role, UW Tacoma is the exception. The University's importance to the community cannot be understated. UW Tacoma has been the energy source behind the revitalization of the downtown area, and its annual economic impact is greater than any other institution in the region. The future leaders of Tacoma are being educated at UW Tacoma. The EVCAA must appreciate this rich history, be willing to explore additional ways the academic enterprise can continue to serve the region, be actively engaged with external stakeholders, and support and reward faculty and staff community engagement that fosters community-university collaborations. The EVCAA will work closely with the Office of Community Partnerships, which facilitates and supports faculty and staff community engagement projects and co-learning opportunities.

Key Selection Criteria

The University's aspirations for access, growth, and excellence require an EVCAA who can think strategically, creatively, and collaboratively about the future of UW Tacoma. The EVCAA should be a sophisticated and mature academic executive, an inspirational leader, a bold thinker, and a seasoned change agent who is called to action and committed to excellence. They should be willing to take calculated risks, embrace and encourage innovation, and demonstrate a solid commitment to shared governance. While a robust research portfolio is desirable, it is equally important to have a demonstrated record of promoting and supporting faculty research. UW Tacoma seeks an EVCAA who can build, and nurture trusting relationships and quickly contribute to making the intellectual environment, community, and student experiences richer, more vibrant, and more inclusive.

The University seeks an energetic, entrepreneurial leader who will fully embrace the urban-serving mission of UW Tacoma and guide strategic efforts to develop further the academic identity of the University in support of this mission. The EVCAA should have a strong track record enhancing academic excellence, ensuring a diverse university, building an inclusive and safe environment, and effectively representing an institution to an engaged external constituency. They will have superb management skills and business acumen, combined with highly developed communication skills. As someone responsible for reviewing all tenure and promotion cases, it is equally important that the next EVCAA is an accomplished scholar. The EVCAA will have the academic appointment and rank of professor (100%), attached to the position.

PROFESSIONAL EXPERIENCE

- A minimum of seven to ten years in progressively responsible leadership roles in academic administration, within an institution of similar size and complexity or larger; and proven experience in strategic academic planning and budgeting;
- Prior experience in an urban-serving institution is desirable, as is experience within a multi-campus system of higher education;

- Academic qualifications and achievements consistent with an appointment as a tenured, full professor in the appropriate School and a strong supporter of faculty research.
- Experience working with enrollment management, dealing with all the attendant challenges for the academic enterprise, including faculty hiring, new program development, faculty support, student services, infrastructure, etc.;



- Experience with student populations that are highly diverse and include substantial numbers of first-generation, underrepresented minority, place-bound, working, older, and parenting students; and evidence of student-centered leadership;
- Significant experience and depth of knowledge in accreditation, assessment, institutional research, and innovative academic pedagogy; familiar with current models of faculty and student support through learning communities; a sophisticated understanding of modern teaching, service learning, community-engaged learning, and online learning to enable access;
- A track record that evidence dedication to faculty engagement and shared governance; able to initiate a thoughtful discussion with faculty in envisioning and implementing institutional change and a commitment to support faculty efforts;
- Demonstrated experience in recruiting, retaining, developing, and rewarding high quality diverse, and representative faculty and staff; further evidence of a management style that delegates authority, empowers staff, sets high expectations, and holds colleagues accountable;
- Demonstrated record of promoting and supporting faculty research.
- A record of collaboration and articulation efforts with community colleges;
- Proven record of leadership in achieving and maintaining diversity and equity at multiple levels, including demonstrated experience in building community and vigorously promoting equity and inclusion;
- Proven record of mutually beneficial community engagement and partnerships; and

PERSONAL COMPETENCIES

- A fair, firm, and compassionate administrator who can confront and make difficult decisions, resolve conflict, and demonstrate and promote transparency, integrity and high ethical standards within the institution;
- Evidence of ideas, imagination, creativity, passion, courage, optimism and good judgment;
- Demonstrated sophistication around institutional communication, including excellent listening skills;

- Able to display authenticity and genuineness as well as energy and accessibility;
- Evidence of initiatives to work with diverse communities inside and outside the university;
- Outstanding interpersonal skills, self-confidence, a “can-do” and enabling attitude, combined with patience, perseverance, and the ability to deal constructively with conflict and criticism;
- Strong influence and relationship skills, as well as the ability to command the respect and earn the trust of individuals within and outside the campus;
- Collaborative and team-oriented leadership style; an open and creative approach to problem-solving; the ability to understand and enable diverse viewpoints and strategies to achieve University goals;
- Outstanding oral and written communication skills that are both respectful and attune to diverse viewpoints and can inspire stakeholders both inside and outside the campus; and
- A results-oriented and evidence-based leader who is unafraid to take measured risks and unconventional approaches in the quest for excellence and reputational growth.

The University of Washington Tacoma fosters a thriving and equitable society by educating diverse learners and expanding knowledge through partnership and collaboration with all our communities

About the University of Washington Tacoma

The University of Washington Tacoma is one of three campuses of the University of Washington. It is located in the City of Tacoma, Washington. The mission of the University of Washington Tacoma (UW Tacoma) is to educate diverse learners and transform communities by expanding the boundaries of knowledge and discovery. Guided by the core values of access, excellence, community, diversity and innovation, the Campus has evolved and grown into a distinctive academic institution that responds to the needs of the region in exceptional ways.

UW Tacoma’s distinctiveness and identity are defined by its urban-serving mission of access, economic development, use-inspired research and community partnerships. Since its founding in 1990, the University of Washington Tacoma has been first and foremost a change agent for the region, providing access to students in a way that transforms families and communities. As an urban-serving university, UW Tacoma impacts and informs economic development through community-engaged students and faculty who seek to be connected and relevant to community

ambitions and needs, and through the revitalization of downtown Tacoma as a retail shopping and dining destination as well as a unique place for learning and discovery.

The University first opened its doors in 1990 as an upper division and master's level institution and later welcomed lower division students in 2006 and Educational Leadership (Ed. Doc.) doctoral students in 2013. Today there are 5040 students, 83% of whom attend full-time. Approximately 86% of students are undergraduates and 14% are graduate students. UW Tacoma has been designated a Veteran Supportive Campus by the Washington State Department of Veterans Affairs, recognized nationally as a Military Friendly Campus; just over 20% of students receive VA benefits. 59% identify as students of color and 4.2% are international students. The average age of students is approximately 21-34 years. 54% of our students are first generation students – either first to college or first to degree in their families.



UW Tacoma offers 40 undergraduate degrees and 18 graduate degrees through seven academic units, including the School of Interdisciplinary Arts and Sciences, the Milgard School of Business, as well as School of Engineering and Technology, School of Social Work and Criminal Justice, School of Nursing & Healthcare Leadership, School of Education, and School of Urban Studies. Undergraduates can choose from among 189 undergraduate majors and 65 minors. Graduate programs include master's degrees in Accounting, Business Administration, Business Analytics, Community Planning, Electrical & Computer Engineering, Computer Science & Systems, Cyber Security & Leadership, Education, Geospatial Technologies, Nursing, and Social Work and doctoral degrees in Educational Leadership and Computer Science & Systems including a graduate certificate in Software Development Engineering. The University of Washington operates on the quarter system. The Campus Library is part of the world class University of Washington Libraries.

The Campus is accredited as a unit of the University of Washington by the Northwest Commission on Colleges and Universities; however, UW Tacoma holds separate accreditation from the Association for the Advancement of Colleges and Schools of Business (AACSB) and the Accreditation Board for Engineering and Technology (ABET). Since its inception, UW Tacoma has awarded more than 2,8146 degrees and certificates.

UW Tacoma is also home to a number of research centers, including the Asia Pacific Center, the Autism Center, and Centers for Applied Social Cognition Research; Data Science; Information-Based Management; Leadership and Social Responsibility; Strong Schools; the Study of Community and Society; and Urban Waters.

UW Tacoma has 362 faculty members and lecturers. Among full-time faculty, two-thirds hold professorial rank and terminal degrees. The student faculty ratio is 16:1, and class size averages about 25 students. Research expenditures have grown every year and are currently approaching \$2.7M. The Faculty Assembly at UW Tacoma is led by an elected Executive Council that concerns itself with all domains of faculty professional and personnel issues. The three standing committees of the Executive Council are Academic Policy and Curriculum, Appointment Promotion and Tenure, and Faculty Affairs.

There are approximately 310 staff members who support the various operations of the University. Approximately 194 are professional staff and the balance is represented by unions. The staff continues to grow as the student body grows. Both faculty and staff members report a very high level of identity and pride in the UW Tacoma mission and in the value they provide to the urban-serving mission.

UW Tacoma's annual operating budget is approximately \$98MM, primarily generated from tuition and a modest state appropriation. Undergraduate tuition rates (resident tuition and fees currently at \$11,889) are set by the Board of Regents of the University of Washington, while graduate program pricing is variable by program. The UW Tacoma endowment is approximately \$50MM.



UW Tacoma is the anchor tenant and landowner of Tacoma's historic warehouse district and the cornerstone of downtown Tacoma's cultural and educational epicenter. The campus consists of 23 buildings on 46 acres with a total of 1,001,112 square

feet of active campus space. The campus is rejuvenating the city core. On-campus housing is offered to 300 students at the University's Court 17 apartments. Retail stores and restaurants lease almost 120,000 square feet of campus commercial space.

Tacoma is located on the Puget Sound's majestic Commencement Bay 18 miles south of the Seattle-Tacoma International Airport. As Washington's third-largest city, Tacoma boasts an abundance of cultural events and activities, six major museums, beautiful parks, and waterfront walking trails. Tacoma provides easy access to all the outdoor activities for which the Pacific Northwest is famous.

Diversity:

- > Ranked #5 in student diversity among national universities (*U.S. News & World Report 2020*)
- > 54% of students are first generation students
- > 34% of undergraduate students are underrepresented minorities

Students:

- > Enrollment: 5,040
- > 658 graduate students
- > 152 special/non-degree students
- > 48% male
- > 52% female

Financial Aid:

- > 76% undergraduates awarded financial aid
- > 48% graduate and professional students awarded financial aid
- > 43% are eligible for Pell Grants

UW Tacoma was led by Chancellor Mark Pagano from March 2015 until September 2021. Under his leadership UW Tacoma further affirmed its identity as an urban-serving university and accelerated its outreach and partnerships with the community, receiving the Carnegie classification for community engagement.



Dr. Sheila Edwards Lange was appointed Chancellor on September 16, 2021. [Biography | Office of the Chancellor | University of Washington Tacoma \(uw.edu\)](#). She is the recipient of numerous awards including the Washington State Association of College Trustees' 2020 CEO of the Year, Puget Sound Business Journal's 2021 Director of the Year and 2011 Woman of Influence, and the 2013 UW College of Education Distinguished Alumni Award.

Vision

As an urban-serving university, we:

- 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

Values

The University of Washington Tacoma values:

- Excellence
- Community
- Diversity
- Innovation
- Access



We believe this is best represented as a compass where access is at the heart of everything we do.

Exceptional Community Partnerships

The Tacoma community was instrumental in the founding of the University of Washington Tacoma, aggressively advocating for a campus in Tacoma and specifically in the downtown core. The community intended that UW Tacoma increase the educational attainment of the region and improve the economic health of Tacoma. The University has enjoyed an exceptional level of support from and engagement with the region that has evolved over time

through proactive partnerships and initiatives. Collaborations that build community and economic capacity are a core element of the campus mission.

UW Tacoma is focused on creating a college-going culture in the region. The community colleges in the region have always steered significant numbers of transfer students to UW Tacoma and continue to do so. The Pathways to Promise initiative is a joint program between UW Tacoma and local school districts that helps K-12 students, and their families see college as a reachable goal; students who meet defined criteria are guaranteed admission to UW Tacoma. Additionally, researchers in the education program are embedded in Tacoma Public Schools, providing empirically driven and culturally responsive approaches to school and student improvement and achievement. Another partnership with the Great Futures program of the Boys and Girls Clubs of South Puget Sound provides financial support and practical work experience for UW Tacoma students.



Additional partnerships of particular note include the joint program between UW Tacoma and the YMCA of Pierce and Kitsap Counties to build one of the only full-service Ys on a university campus in the country. The University Y serves as UW Tacoma's student center in addition to being open to YMCA members from across the community. Also, the Center for Urban Waters brings together environmental scientists, analysts, engineers and policymakers to develop ways to restore and protect the Puget Sound and urban waterways. The Center is housed in a facility developed by the City of Tacoma, which is also home to the Puget Sound Partnership, a state agency, coordinating efforts to restore and protect Puget Sound. The Joint Base Lewis McChord sits less than 15 miles from the UW Tacoma campus. The campus is engaged in a series of partnerships with the base ranging from placing a full-time recruiter in JBLM's transition facility to delivering a lecture series on the strategic realignment of the military to the Pacific Rim, entitled Views on the Pacific, while working with a Governor-led initiative towards nurturing the talents of students who are veterans.

Other initiatives currently under development include but are not limited to an early learning childcare center to serve students, staff and faculty; student housing delivered in partnership with the Tacoma Housing Authority; and an entrepreneurial incubator geared towards nurturing the talents of veteran students.

Support for these and other partnerships has been encouraged and facilitated by a highly engaged UW Tacoma Advisory Board, populated by prominent community leaders, and by a fiercely enthusiastic state legislative and congressional delegation representing the region.

The City of Tacoma, Washington



Tacoma, Washington, a mid-sized urban port city known as the “City of Destiny” is an attractive city, which offers affordable city life and a Mediterranean climate. Located just 45 minutes outside of Seattle, Tacoma offers top-notch restaurants, museums, art galleries, performing arts centers and a wide variety of outdoor activities with over fifty parks and open spaces in Tacoma. Point Defiance Park, one of the largest urban parks in the country (at 700 acres), is in Tacoma. With Mount Rainier as a backdrop,

Tacoma is an ideal place for families to grow and businesses to expand. Public transportation in Tacoma includes buses, commuter rail, light rail, and ferries.

Tacoma is the second-largest city in the Puget Sound area and the third largest in the state. Tacoma also serves as the center of business activity for the South Sound region, which has a population around 1 million. During the last census, the median age in the city was 35.1 years. Tacoma is part of three congressional districts. Victoria Woodards began her term as mayor of the City of Tacoma on January 2, 2018. She is Tacoma's third African American mayor and third female mayor, and the second African American female mayor. The largest employer in Tacoma is Joint Base Lewis-McChord.



Nomination and Application Process

Salary

Salary will be competitive and commensurate with qualifications and experience.

How to Apply

Greenwood/Asher & Associates, Inc. is assisting the University of Washington Tacoma in this search. Applications and nominations are now being accepted. For a full application package, please submit a cover letter, CV, and list of five references. Confidential inquiries, nominations and application materials should be directed to Greenwood/Asher and Associates. Submission of application materials as PDF attachments is strongly encouraged. The search will be conducted with a commitment of confidentiality for candidates until finalists are selected. Initial screening of applications will begin immediately and will continue until an appointment is made.

Please direct inquiries, nominations, and application materials to:

Marion Frenche, Practice Leader, Diversity, Equity & Inclusion,
Search Manager & Senior Executive Search Consultant
Shelley Sullivan Feather, Senior Executive Search Consultant and Practice Leader,
Library and Information Science
Email: marionfrenche@greenwoodsearch.com
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For more information on the University of Washington Tacoma, please visit
<https://www.tacoma.uw.edu/>

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, national origin, age, protected veteran or disabled status, or genetic information. All University of Washington faculty engage in teaching, research and service.