



Associate Dean for Advancement
The Michael G. Foster School of Business
University of Washington
Seattle, WA
foster.uw.edu

Send Nominations or Cover Letter and Résumé to:

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The Opportunity

The Michael G. Foster School of Business (Foster) at the University of Washington (UW) is seeking an inclusive, collaborative, creative, and strategic leader to serve as the next Associate Dean for Advancement.

Based in Seattle, a pioneering city perched on the Pacific Rim, Foster is one of the top business schools in the country with a world-class faculty, superior student experience, expansive alumni network, and deep local and global business connections. Foster inspires and enables leaders who have a passion to make a difference—in communities, nationally, and around the globe.

Reporting jointly to the Dean of the Foster School and the University's Vice President for Development within University Advancement and serving as a critical member of leadership in both organizations, the Associate Dean position is a compelling opportunity for a highly skilled manager, innovative thinker, and proven fundraiser. The Associate Dean will be responsible for the strategic development and management of advancement including engagement, development, and marketing activities for the School and leading and inspiring a high-performing team of approximately 30.

Foster's purpose statement serves as its North Star:

Together...
We Foster Leaders
We Foster Insights
We Foster Progress
...To Better Humanity

In alignment with this purpose, the Associate Dean will join a team dedicated to bettering humanity by fostering a welcoming and inclusive environment that inspires everyone to be better tomorrow than they are today. They will have demonstrated success in and a commitment to creating and promoting a diverse, inclusive, and equitable workplace environment.

The successful candidate will be intellectually curious, authentic, and highly collaborative. The Associate Dean will be a person of integrity, character, and sound judgment and, above all, dedicated to the purpose and values of the Foster School, University Advancement, and the University.

Candidate Qualifications

Foster seeks an authentic, and forward-thinking advancement leader with a growth mindset to provide strategic vision to all aspects of engagement, development, marketing, communications and branding for the School. Reporting to the Dean and Vice President for Development within University Advancement, the Associate Dean is responsible for oversight of a team of approximately 30 and the strategic planning and implementation of an integrated advancement to promote Foster's mission and reputation, maximize engagement of core external constituents, and secure private support for the School. Additionally, they will partner closely with University Advancement to advance Foster's priorities.

The following are among the most important qualities and experiences desired in the next Associate Dean:

- Demonstrated commitment to being a values-based, inclusive, transparent, and collaborative leader who strives for continuous improvement;
- Demonstrated commitment to creating a safe, welcoming, inclusive work environment where creativity is encouraged, collaboration is expected, and equity and diversity are valued;
- Proven success developing and deepening authentic relationships with a wide array of stakeholders, both internal and external to the University;
- Demonstrated ability to positively impact and mentor others;
- Proven success securing major gifts;
- Demonstrated ability to manage human, financial, and information resources strategically;
- Prior administrative and leadership experience in a complex higher-education environment or transferable experience, including evidence of effective strategic planning and implementation;
- Exceptional interpersonal, written, and oral communication skills; and
- A Bachelor's degree.

**Refer to the Appendix for Key Competencies, Requirements, Desired Qualifications, and Conditions of Employment.*

Opportunities and Expectations for Leadership

The Associate Dean will address a wide range of opportunities and challenges with expectations outlined as follows:

Advancing Foster's Impact While Ensuring Support and Investment in the Advancement Team

The Associate Dean will provide strategic vision, innovative and creative leadership, and clear direction for all engagement, development, and marketing programs and initiatives. They will lead the advancement planning process in collaboration with the Dean and Vice President of Development to establish and implement short- and long-term goals. The Associate Dean will lead and inspire a staff of approximately 30 to advance Foster's impact by strengthening and growing relationships with alumni, donors, and the campus and corporate communities to increase engagement and financial resources.

Embracing University Advancement's culture of risk-taking and experimentation, the Associate Dean will lead a welcoming and inclusive culture of continuous improvement where innovation thrives and a growth mindset is expected. The Associate Dean will need to skillfully attract, mentor, retain, manage, and develop a diverse staff, foster an inclusive environment, and provide opportunities to grow professionally. They will continually invest in and support the team with a deep commitment to an inclusive and diverse culture and understanding that people are the drivers of success.

The Associate Dean will develop a strong sense of transparency, trust, teamwork, and college- and university-wide collaboration, and establish an environment of mentoring and support, while honing strategic focus with the team. The successful candidate will be an enthusiastic, hardworking, kind, and caring professional who leads by example and empowers the team.

Driving Strategy to Maximize Impact and Deepening Partnerships and Relationships

In partnership with colleagues, the Associate Dean will drive the strategy for and execution of Foster's alumni and volunteer engagement, development, marketing and communications, and brand strategy efforts, while managing a personal portfolio.

Building and encouraging strong relationships across the School and University, as well as with external partners, will be critical to the success of the Associate Dean and the team. This includes senior leadership, faculty, staff, alumni, volunteers, donors, and corporate partners. Particularly important is the relationship with University Advancement. The Associate Dean will work to deepen the synergies that grow from the full integration of Advancement with marketing and communications, alumni relations, fundraising, stewardship, and operations throughout Foster.

The Associate Dean will work in partnership with these individuals and groups to drive multi-stakeholder strategy to influence and create alignment around academic priorities to maximize impact. They will

encourage collaboration and coordination throughout the campus to create interdisciplinary and transformational gift opportunities.

Serving as a Thought Leader and Key Member of School and University Advancement Leadership

The Associate Dean will serve as a critical member of both the Dean's leadership team and University Advancement's extended leadership team. At the School, they will serve as a strategic thought partner to the Dean, members of the senior leadership team, and the School's advisory board, and will play a central role in strategic discussions, approaching decisions about the future direction of the School through the lens of the department and the constituent experience. Working closely with members of the Dean's leadership team, the Associate Dean will participate in school-wide decisions facing the School. Within University Advancement, they will play an active role in strategic planning and decision making with a focus on Foster and the overall goals of the department.

A Commitment to Diversity, Inclusion, and Equity and Creating an Inclusive Work Environment

The Associate Dean will respect, value, and contribute to the UW's commitment to inclusiveness and diversity. In doing so, they will be committed to creating a safe, welcoming, inclusive work environment where creativity is encouraged, collaboration is expected, and equity and diversity are valued.

**Refer to the Appendix for Duties and Responsibilities*

The Michael G. Foster School of Business

The Michael G. Foster School of Business consistently ranks among the top business schools in the United States. Most recently, *Poets & Quants* ranked the Foster School 22nd, 11th among public schools, and first in the Northwest of 93 schools in the "2021 Best Undergraduate Business Programs." The full-time MBA ranks in the top 20 across three major U.S. rankings: *U.S. News* (No. 20) *Businessweek* (No. 16), and *The Economist*, (No. 17 of U.S. Schools). *The Financial Times* "2020 Global MBA Rankings" ranks Foster in the number one spot with a 99% job placement rate. Foster faculty continue to lead influential research, ranking first among public universities and moving up one spot to rank sixth worldwide. According to *Bloomberg Businessweek*, recruiters rank the Foster School of Business among the top five of 131 business schools in the world in every aspect: brand value (third), innovation and creativity (second), entrepreneurial skills and drive (first), and diversity of quality candidates (fifth). *Princeton Review* also recognized Foster as second in its listing "MBA Programs with the Greatest Resources for Women." Foster's undergraduate programs continue to thrive as business has been the number one most requested major at the University nine of the last 10 years.

With community at its core, Foster's purpose statement begins with "together" and serves as its North Star: "Together...We Foster Leaders. We Foster Insights. We Foster Progress...To Better Humanity." Foster is committed to nurturing a welcoming environment where everyone is challenged to learn and grow as part of an inclusive and diverse community. A community where all members feel seen, heard, and supported, and everyone experiences a sense of belonging. A community that strives to incorporate inclusion, diversity, and equity perspectives into every decision made. Foster sets out to develop leaders who better humanity

through action. This is accomplished by an approach that relies on fostering imagination, curiosity, and innovation to solve unstructured, real-world problems; gathering insights by listening and truly hearing each other; and finding strength in diversity and originality.

Academic life at Foster spans 15 degree programs including an undergraduate program, six MBA programs, seven one-year specialized masters programs, and a PhD program. Foster serves a diverse, multicultural population of more than 2,500 students. With one-in-four UW freshman applicants requesting business majors, demand for Foster School business education is significant and growing. Enrolling 125 students in fall 2020, the full-time MBA class size is small by design so that each student has an opportunity for impact. Students get more time with faculty and get to know their peers better. Committed to increasing the enrollment of underrepresented minority, LBGTQ, women, and veteran students, Foster provides a community of support for diversity and inclusion. The School recently became the 20th university to join The Consortium for Graduate Study in Management, a partnership of MBA programs and businesses that encourages diversity and inclusion in business education. It has also become a member school of the Forté Foundation, which encourages workplace gender diversity. Additional partnerships include Management Leadership for Tomorrow, Reaching Out MBA and the Veteran's MBA Conference.

Foster has seven centers that drive innovative research, stimulate advancements for businesses and non-profits and open doors for students to gain real-world experience and business connections. The [Arthur W. Buerk Center for Entrepreneurship](#), which houses the Jones + Foster Accelerator, stimulates student-led companies through competitions and encouragement in the form of mentoring, workshops, and funding. The Dempsey Startup Competition, a premier Foster event involving more than 400 alumni and entrepreneurs as judges, mentors, and supporters, provides a real-world experience for student entrepreneurs, promoting student ideas and new venture creation to the entrepreneurial community. According to a 2016 alumni survey, Foster alumni have founded an estimated 17,000 businesses, resulting in more than 909,000 jobs and more than [\\$100 billion in revenue](#). The Consulting and Business Development Center (CBDC) accelerates student careers and grows businesses and jobs in communities where they are needed the most. Through the work of student consulting teams and faculty-led business education courses, the CBDC grows business revenues and jobs with a focus on businesses owned by people of color, women, LBGTQ, veterans, and those located in under-served communities. Since its inception in 1995, the Center has generated more than \$210 million in new revenue and retained over 200,000 jobs.

Business education at Foster leverages all Seattle has to offer, including deep relationships with iconic businesses and a vibrant entrepreneurial community. Students are exposed to the latest thinking and real business challenges from leaders at powerhouse Seattle-based brands such as Amazon, Microsoft, Starbucks, Nordstrom, PACCAR, Boeing, Costco, T-Mobile, Tableau, Zillow, and Expedia. These companies are considered among of the most desirable destinations for graduates across the country.

There is not a better [campus](#) at the University than Foster's. Comprised of state-of-the-art buildings, PACCAR Hall opened in 2010, Dempsey Hall opened in 2012, and a new building — Founders Hall — broke ground in 2020, continuing the school's commitment to dynamic learning experiences and creating connections between talented students, expert faculty, and engaged employers.

An Ongoing Commitment to Diversity, Inclusion, and Equity

A top priority for Dean Frank Hodge from the beginning of his tenure as Dean in July 2019 has been to advance further Foster's commitment to diversity, inclusion, and equity. When speaking at the Association of Black Business Students 50th anniversary celebration in February 2020, he said, "If Foster is not a more diverse community when my time as Dean concludes then my term will not have been a success." In his first year as Dean, Foster took steps to advance diversity and inclusion, including increasing scholarships for women and students from underrepresented minorities, increasing the number of minority speakers at graduation ceremonies, and working with companies to create unique mentoring programs for underrepresented-minority students.

The urgency of this work became more apparent following the social unrest that ensued across the country in 2020. Foster has taken additional steps to increase its efforts to ensure the School is better tomorrow than it is today with respect to diversity, inclusion, and equity including the creation of the inaugural position of Associate Dean for Inclusion and Diversity and incorporating an inclusion, diversity, and equity focus into every decision made.

Foster has identified three areas of focus: equipping faculty and staff to create more inclusive learning spaces, creating inclusive communities for Foster students, and working to ensure that the Foster community reflects the diverse population it serves. A set of guiding principles has been established for how to approach this work: diversity, equity, and inclusion is everyone's work; listen first; systemic over episodic change; and progress not perfection.

With these guiding principles in mind, some initial steps taken during summer 2020 include progress in the following areas of focus:

- Expanding thought leadership to ensure that Foster students are exposed to a greater diversity of authorities, experts, and role models in the classroom. In doing so, the Dean's Impact Scholar position was established to invite leaders from the diverse community to join the School as visiting faculty members. Additionally, all job descriptions for faculty searches will be rewritten to be more attractive to a greater diversity of applicants.
- Creating belonging in the classroom and community. An example includes providing all faculty with a set of resources designed to equip them to teach more inclusively. These resources include training on the usages of Canvas NameCoach, which helps faculty pronounce student names more accurately; anti-racism resources; and information about how to facilitate more equitable and inclusive classroom/virtual discussions.
- Increasing access and outreach. The new "Fostering Inclusion and Diversity Fund" was established to support Foster's work towards increasing access, diversifying its faculty, and creating belonging. To demonstrate their commitment, the Foster leadership, including all Deans and Department Chairs, have made gifts to seed this new fund. Additionally, a new "DEI Dashboard" — charting diversity, equity, and inclusion — was created to track metrics on progress towards being a more diverse community.

The University of Washington

The University of Washington is among the world's preeminent public research universities, ranked 10th globally and second among U.S. public institutions by *U.S. News & World Report*, and 14th globally by the Academic Ranking of World Universities. The UW is a significant contributor to the economic vitality of the national and the workforce needs of Washington State and the Pacific Northwest. The University's adopted fiscal year 2020 operating budget totaled \$8.25 billion, and its total endowment is approximately \$3.6 billion as of June 30, 2020. The UW employs approximately 36,000 faculty and staff, and 3,700 graduate student employees.

With campuses in Seattle, Bothell, and Tacoma — as well as an expanding presence in Spokane and a global network of programs and outreach, including the Global Innovation Exchange (GIX) — the UW educates more than 59,000 students annually. The UW Continuum College educates more than 50,000 students annually via in-person and online degree and certificate programs and continuing professional education programs. The three UW campuses offer a broad range of graduate and undergraduate degrees, and collectively support more than 636 degree options across 312 programs, more than 1,000 student organizations, and undergraduate research opportunities for more than 9,000 students. In 2018–19, the UW awarded more than 17,800 Bachelor's, Master's, doctoral, and professional degrees. Since before the recession, the number and proportion of underrepresented-minority students at the UW have increased; underrepresented-minority students now make up 21% of the 2019–20 domestic freshman class. Over 32% of incoming UW freshman from the U.S. will be the first in their families to attain a Bachelor's degree; 41% of UW Bothell students and 60% of UW Tacoma students are first generation. Approximately 60% of all UW undergraduates graduate with no known debt, and those who borrow still graduate with less debt than the national average.

The UW's collective vision is to be the greatest public university in the world, as measured by its impact. The University offers a comprehensive portfolio of programs that prepare and engage Washington's and the world's most promising 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.

Students, faculty, and staff are united by a steadfast belief in the power of possibility. The UW provides boundless opportunities for students while making a profound impact on the lives of people in the Puget Sound region, across the state of Washington, and around the globe.

Located a few miles from downtown and surrounded by the Puget Sound, two mountain ranges, and miles of forests, the UW's historic campus in Seattle exemplifies the beauty of the Pacific Northwest, from the blossoming cherry trees on the Quad to Red Square's majestic view of Mount Rainier. Adjacent to campus, the University District is an eclectic mix of historic sites, restaurants, shops, and a rapidly growing tech sector that the UW, particularly the Foster School, is cultivating by supporting startups and building strong partnerships.

University Advancement

Supported by an exceptionally sophisticated team of over 600, University Advancement exemplifies a comprehensive approach to advancing the mission, quality, and reputation of UW. As one of very few organizations to do so, University Advancement integrates alumni and stakeholder engagement, development, and marketing and communications in collaboration with advancement operations. This is exemplified by strong, multifaceted partnerships in all directions including the school/college/campus (“unit”) advancement teams. College and school leaders contribute nearly a third of the total budget. The UW Alumni Association and UW Foundation are strategically aligned and administered in partnership with University Advancement and the UW. Advancement’s motto, “one team, one plan,” is driven by a belief that through integration and collaboration the team can maximize its ability to best support the University. The Foster Advancement team, one of the largest unit teams at UW, is supported by approximately 30 talented staff members who oversee engagement, development, and marketing for the School.

University Advancement is committed to attracting, retaining, and promoting diverse staff and providing an environment where staff feel welcomed, heard, valued, and sharing a sense of belonging. Advancement’s values exemplify its approach: It starts with me; we do our best work together; and we create impact.

Be Boundless: For Washington, For the World

In June 2020, the UW closed its historic and ambitious comprehensive campaign: *Be Boundless: For Washington, For the World*. Publicly launching in 2016 aiming to raise \$5 billion by 2020, the University exceeded its goal two years early, raising \$6.3 billion from more than half a million donors. Of these donors, 70% of individuals were non-alumni and more than 296,000 were first-time donors. The average gift was \$723, and 66% of donors made contributions under \$500.

The campaign will provide support to enrich the student experience, fund scholarships, support research and capital projects, and benefit programs that serve communities in Washington and beyond. Donors funded more than 52,000 scholarships and fellowships and made a transformational investment in supporting underrepresented-minority students through the Office of Minority Affairs and Diversity. Donor support helped bring renowned scientists and scholars to the faculty and fueled major milestones such as the launch of the Center for an Informed Public and the establishment of the Brotman Baty Institute for Precision Medicine. Gifts supported the opening of Intellectual House, the construction of the Bill & Melinda Gates Center at the Paul G. Allen School of Computer Science and Founders Hall at Foster.

The Foster School exceeded its goal of \$200 million by raising \$257 million. Foster’s campaign objectives were to replace Mackenzie Hall, increase student scholarships, expand student-focused experiential learning opportunities, and add faculty endowments.

Prior campaigns include *Campaign UW: Creating Futures*, which raised \$2.68 billion from 2000 to 2008 and the *Campaign for Washington*, which raised \$267 million from 1988 to 1992.

Leadership



Frank Hodge
Dean, University of Washington's Foster School of Business

Frank Hodge became the Orin & Janet Smith Endowed Dean at the University of Washington's Foster School of Business July 1, 2019. Being named the 14th dean in UW Foster's 102-year history, Frank will build on a faculty career that began at our university in 2000 and most recently includes a six-year stint as Accounting Department Chair and five years as the UW Faculty Athletics Representative to the Pac-12 and NCAA. He holds an undergraduate degree from Carroll College and earned his MBA and Ph.D. from Indiana University's Kelley School of Business.

Known as "Coach" to his students, Frank's teaching has been recognized with more than 30 awards across the undergraduate, graduate and executive levels. In June he was honored with the new Foster Hybrid MBA Program's inaugural Excellence in Teaching Award. Frank's research focuses on how managers disclose and individuals use accounting information to make investment decisions. He has published extensively and served on the editorial boards of the leading accounting journals and has presented his work at the Securities and Exchange Commission as well as more than 40 conferences and universities around the world.

Frank moves into Foster's top administrative position at a time when the Foster School has risen faster in the rankings than any other MBA program in America. Frank plans to propel the School to even greater heights by cultivating a passion amongst Foster students, staff and faculty to be "better tomorrow, better together." The Foster School currently holds the top position world-wide for public business schools in the Financial Times' ranking of faculty research productivity, the top position with respect to providing resources to women MBAs, the top position each of the last three years in placement among top 25 MBA programs, and was recently named the Tech Industry's favorite school by Poets & Quants. Frank is uniquely qualified to expand this list of top placements given his expertise in identifying disrupters and turning them into opportunities. Finally, Frank is excited to enrich the connections between the Foster School and its local, national, and global communities as well as its proud and impactful alumni base.

On a personal note, Frank is married, has two daughters, and lives in Seattle. A native of Idaho and Montana, he enjoys the outdoor lifestyle of the Pacific Northwest, spending his free time cycling and endurance trail running.



Dan C. Peterson
Vice President for Development and President, UW Foundation

Dan Peterson joined the University of Washington in 2016 and serves as Vice President for Development for University Advancement and President of the UW Foundation. He has served in senior leadership roles for four leading public research universities, including as Vice Chancellor/CAO at the University of Illinois at Urbana-Champaign.

Dan is focused on fostering a best-in-class fully integrated advancement organization at the UW, in close partnership with college and unit leaders, with a mission of enhancing the impact UW has throughout the world. His 30-year career in the field includes 21 years at Washington State University, where he served as Campaign Director, the Director of Gift Planning, Associate Athletic Director, Regional Giving Director, and the Director of Athletic Development. Dan's tenure also includes UW Medicine Advancement and Oregon State University Foundation.

Dan was raised in Federal Way, WA, is a 1982 graduate of WSU, and earned his law degree from Seattle University in 1985. He is a member of the Washington State Bar Association. Dan has three children, all of whom work in higher education or university advancement.

Living in Seattle

Seattle is one of the nation's fastest-growing cities, and its success is integral to the UW. Thousands of UW alumni and friends have partnered with the University to develop the business, industrial, and creative legacy of the Puget Sound region. Home to Amazon, REI, Microsoft, Boeing, Costco, and Starbucks, the Seattle area offers a vibrant, innovative, and fast-paced environment.

Hundreds of independent philanthropic foundations anchor the region's strong culture of giving and civic duty. Seattle-rooted giants in the field include the Bill & Melinda Gates Foundation, the Washington Research Foundation, PATH, the Marguerite Casey Foundation, and the Paul G. Allen Family Foundation. As the gateway to the Pacific Rim, Seattle has a unique history of expanding that legacy across Asia through relationships with businesses, organizations, and educational partners.

With a metropolitan population of nearly four million, Seattle is ranked regularly as one of the country's most livable cities. The city and surrounding area have many public and private K–12 school options, as well as excellent healthcare and public transportation. The UW is home to UW Medical Center and Harborview Medical Center, both renowned for their research-based clinical care. Commuting by public transit is easy and convenient, as the Link light rail runs from Sea-Tac International Airport through downtown to the UW campus, and several bus lines serve the UW. The Burke-Gilman biking and walking trail winds through campus, which offers nearly 10,000 parking spaces for bikes.

Seattle is a city of neighborhoods, each with its own character and housing style, from turn-of-the-century bungalows to mid-century ramblers to modern townhouses and apartments. Seattleites love to read —

Seattle Public Library and King County Library System are in the top five libraries for digital checkouts, according to OverDrive digital distribution platform. And it is a great place for animal lovers: The Seattle Humane Society places 7,000 rescue pets each year.

Outdoor recreation and sports opportunities abound. Lake Washington and Lake Union host sailing, kayaking, and paddle boarding; skiing, snowboarding, and snowshoeing are just a short drive away at Snoqualmie Pass. In addition to Husky athletics, Seattle serves as home base for the NFL's Seahawks, Major League Baseball's Mariners, WNBA's Seattle Storm, and the Seattle Sounders soccer team. Seattle's weather is temperate. The average high temperature in July is around 72 degrees, while the average low in January is 36. And it's drier than you might think: Seattle gets 34 inches of rain a year — less than New York City, which averages 46 inches a year.

Procedure for Candidacy

Nominations, applications, and inquiries are being accepted for the position. Consideration of candidates will continue until the position is filled. Candidates should submit, in confidence, a résumé and cover letter.

Communications, nominations, applications, and inquiries concerning this search should be directed to:

**Jill Lasman, Senior Executive Vice President or
Donna Russell, Senior Consultant at
617-262-1102
JLasman@LindauerGlobal.com or DRussell@LindauerGlobal.com**

Prior to submitting your résumé for this position, please read it over for accuracy. Lindauer does verify academic credentials for its candidates, and our clients frequently conduct background checks prior to finalizing an offer.

The University of Washington is an affirmative action, equal-opportunity employer. The University is building a culturally diverse faculty and staff and strongly encourages applications from women, minorities, individuals with disabilities, and covered veterans. View the UW's complete posting of federally required [Equal Employment Opportunity is the Law](#) posters and supplements. As a federal contractor, the University will not discharge or in any other manner discriminate against employees or applicants because they have inquired about, discussed, or disclosed their own pay or the pay of another employee or applicant. [View the UW's complete Pay Transparency Policy Statement](#).



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Appendix

Duties and Responsibilities

Leadership and Team Management

- Identify and assess potential opportunities and challenges on the horizon, collaborate with Foster executive leadership, and build advancement strategic plans aligned with unit priorities and goals.
- Provide strategy and counsel to the Dean and members of senior administration in furtherance of School purpose statement and strategic direction.
- Lead advancement planning process in collaboration with the Dean of the Foster School and Vice President of Development to establish, implement, report on, and assess short- and long-term strategies and goals.
- Develop and drive budget/resources to provide effective holistic advancement support to Foster programs.
- Provide inclusive management and leadership to Development, Alumni Engagement, and Marketing and Communications teams. Support a culture of novel approaches, encouraging team members to take risks and not fear failure, learn and improve, and try again.
- Maintain a destination workplace, attracting and retaining top-level team members with diverse backgrounds, experiences, and perspectives, committed to institutional mission and values.
- Serve on Dean's executive committee and University Advancement's extended leadership team and manage related executive-level initiatives.
- Build strong and mutually beneficial relationships between Foster (Dean, faculty, and staff) and external audiences. Regularly represent the University and Foster in external, public-facing forums and settings.

Strategy Development and Program Management

Marketing and Communications

In close collaboration with Managing Director of Marketing and Communications, shape, coordinate, and drive execution of Foster marketing and communications efforts and brand strategy, ensuring alignment across all Foster marketing and communications efforts (e.g., undergraduate and graduate) and with overall University Marketing and Communications (UMAC) strategy.

Alumni and Stakeholder Engagement

In collaboration with the Senior Director of Alumni and Media Engagement, develop and assess strategies to amplify alumni engagement efforts to expand and deepen connections with Foster's 58,000 living alumni and other stakeholders. Provide strategic counsel to ensure best practices and alignment of various Foster School programs with the University's central Alumni and Stakeholder Engagement efforts.

Development

In partnership with the Senior Director of Development, Director of Donor Relations, and Director of Corporate Relations and Director of Advancement Services, direct and assess Foster's fundraising

programs — including annual giving, major and planned giving, corporate and foundation relations, donor recognition, and stewardship — to increase revenue for unit funding priorities.

- In collaboration with unit supervisors and fundraisers, create strategies to expand and engage Foster's current and prospective donors with a focus on building the base of donors and major gifts over \$100,000, as well as securing transformational-level gifts.
- Lead the coordination of Foster's participation in interdisciplinary/enterprise-wide fundraising partnerships.
- Facilitate and manage partnerships and shared resources with central advancement in support of programs and strategies for securing private support for the School.
- Coordinate fundraising activities throughout Foster with central Development Programs — setting and meeting Advancement-wide metrics, sharing information, and jointly developing strategies as appropriate for securing private support.

Frontline Fundraising

Develop deep relationships with key stakeholders including donors, prospective donors, volunteers, and business and community leaders, inviting their partnership and financial investment in pursuit of shared goals.

- Actively manage a limited portfolio of major gift prospective donors and develop and implement cultivation and solicitation strategies for each assigned prospect. Prepare written proposals, informational materials, endowment agreements, and other materials needed to secure major gifts.
- Participate cooperatively in the University's prospect management and tracking system.
- Work collaboratively with the Dean and senior members of administration to mutually plan and share information-enhancing efforts to identify, engage, solicit, and/or steward major donors, Foster Advisory Board members, friends, alumni, and community and corporate leaders.

Volunteer Engagement

- Provide strategy and counsel related to staffing the Foster Advisory Board. Oversee the planning of Advisory Board meetings. Plan and execute annual engagement plan in collaboration with the Dean and Foster Advancement leadership.

Other duties as assigned by the Dean and/or the Vice President.

SUPERVISION EXERCISED

This position directly supervises six positions and has oversight for approximately 30 budgeted positions allocated as mutually determined between the School and University Advancement. This position supervises the alumni engagement, development, and marketing and communications teams.

Key Competencies

Core

Effective communications: Expresses self clearly and empathetically in interactions with others in all forms of communication, i.e., verbal and written, one-on-one, in a group, etc.

Interpersonal Awareness: Builds and maintains positive relationships and actively contributes as a member of working teams to achieve results.

Professional Credibility: Takes responsibility for meeting goals, objectives, obligations, and solving problems while representing the mission, vision, and values of the organization.

Critical Thinking: Obtains, analyzes, and evaluates information effectively in the face of ambiguity. Makes appropriate decisions based on relevant information and experience.

Ethics and Trust: Models and upholds the values of candor, openness, inclusiveness, and honesty despite internal and external pressures. Acts consistently with Washington State ethical guidelines and organizational core values and beliefs.

Valuing Diversity and Inclusiveness: Respects, values, and contributes to the UW's commitment to inclusiveness and diversity.

Fundraiser

Donor Focused: Qualifies, cultivates, and stewards strong relationships with donors and friends to build and maintain lifelong partnerships and trust with UW. Acts as a trusted advisor to guide prospects through the gift decision-making process.

Results Oriented: Focuses conversations with donors on the impact their gift could have. Acts decisively to achieve results.

Planning and Implementing: Develops fundraising strategies and plans that can be integrated into the organization's mission, priorities, and goals. Matches donor interests with institutional priorities, considering viability.

Conflict Resolution: Approaches relationships with donors and friends as a forthright diplomat, communicating with honesty, transparency, and a collaborative spirit. Works to resolve conflicts and differences through dialogue and open communication in a timely manner. Sees every difference as an opportunity for growth and change.

Management

People Builder: Committed to developing others to become leaders.

Driving Results: Effectively communicates objectives and guides direct reports and team members to make decisions and achieve goals.

Organizational Planning: Develops and manages comprehensive team goals and measures team progress while balancing short-term and long-term priorities that are consistent with the organization's mission, priorities, and goals.

Managing Conflict: Recognizes and addresses conflicts and disagreements in a safe and respectful environment, manages conflicts collaboratively, and builds consensus with the best interests of the organization in mind.

Strategic

Visioning: Anticipates emerging trends and issues and develops a clear sense of purpose and goals that focus and drive the creative energy of the organization in alignment with the organization's mission, vision, and values.

Organizational Acumen: Analyzes a situation, balances reason and the interest of others, and acts in a decisive, timely, and appropriate manner that is congruent with the organization's values, goals, and mission to achieve success.

Selflessness: Demonstrates ambition first and foremost for the organization and concern for its success rather than for personal gain.

Professional Will/Fearlessness: Displays an inner intensity and dedication to making everything the best that it can be. Shows resolve and determination to make the organization great.

Focus on Organizational Sustainability: Communicates uncompromising desire to make the organization even more successful in the next generation.

Requirements

- Bachelor's degree and seven years of progressively responsible experience in institutional development/advancement, with a strong emphasis on managing complex relationships and/or cultivating and soliciting major gifts. Equivalent experience in a related field may be substituted for higher-education advancement experience.
- Demonstrated commitment to valuing diversity and creating a safe, welcoming, inclusive work environment where creativity is encouraged and collaboration is expected.
- Demonstrated commitment to being a values-based, inclusive, transparent, collaborative leader who strives for continuous improvement.
- Exceptional interpersonal, verbal, and written communication skills and an ability to work both independently and as part of a team.
- Demonstrated strong computer skills, including proficiency with Microsoft Word, Excel, and PowerPoint for correspondence, special reports, spreadsheets, databases, forms, etc.

Desired Qualifications

- Fundraising experience in a complex higher-education setting. Demonstrated success at major gift fundraising and working knowledge of gift-planning vehicles (charitable trusts, gift annuities, and complex outright gifts).
- Demonstrated experience working with volunteers and not-for-profit boards, proactively identifying opportunities to engage volunteers as ambassadors and stakeholders and supporting their work.
- Demonstrated ability to manage human, financial, and information resources strategically.
- Strong management and team leadership experience, including the ability to empower, build initiative, sustain motivation of staff, and to lead by example with internal and external constituencies.
- Demonstrated success developing and deepening authentic relationships with a wide array of stakeholders, both internal and external to the University.
- Knowledge of alumni relations/development/advancement principles.
- A thorough appreciation for and experience with strategic academic planning and its relationship to the effective application of basic fundraising principles. Ability to understand and articulate academic values, and work collaboratively with faculty, administration, students, and alumni. Ability to convey complex academic needs and priorities to potential donors accurately, understandably, and persuasively.

- Demonstrated ability to improve organizational effectiveness and results by providing strategic positioning, direction, and leadership. Ability to operate effectively, flexibly, and collegially in a complex organizational environment.

Conditions of Employment

- Ability to work evening and weekend hours, as necessary, on short or limited notice.
- Must have regular and reliable transportation for local travel and be willing to travel when necessary.
- Frequent local travel expected.