



Vice Chancellor for Planning and Administration  
University of Washington Bothell  
Bothell, Washington

## THE SEARCH

The University of Washington Bothell invites applications for a collaborative, visionary, and strategic leader to serve as its next Vice Chancellor for Planning and Administration (VCPA). The VCPA reports to the University's Chancellor.

The University of Washington (UW) is one of the oldest state-supported higher education institutions on the Pacific coast. In 1990, the Washington State legislature established two new UW regional campuses in the cities of Tacoma and Bothell, south and northeast of Seattle, respectively, to broaden access to higher education for the state's residents. Located less than 20 miles northeast of downtown Seattle, UW Bothell is one of the most diverse public university campuses in the state and is in the center of the Pacific Northwest's large, vibrant, and booming high-technology corridor and economic region. The campus is located in a beautiful natural setting and boasts cutting-edge facilities overlooking wetlands and the Cascade Mountains. Its size, its location, its diverse population, and its mission have positioned UW Bothell well for continued educational and regional impact.

Combining the resources of a major public research university with an unparalleled dedication to access and opportunity for its diverse student body, UW Bothell provides a distinctive student experience coupled with deep community ties. The campus currently enrolls around 6,000 students in undergraduate and graduate programs, with 31% of first-year students and 43% of transfer students identifying as first-generation college students. The majority of UW Bothell's student body (92%) are undergraduates.

Good stewardship has placed the campus in a financially sound position and at the cusp of many exciting developments. In 2024, the campus was ranked the #1 regional institution in Washington by U.S. News & World Report. UW Bothell has recently completed the construction of its [Residential Village](#), simultaneously catalyzing a robust offering of residential life and student engagement programming. This new housing for approximately 1,000 students spans three residence halls and a two-story dining pavilion.

As UW Bothell celebrates its 35<sup>th</sup> anniversary in 2025, the institution will launch a new strategic planning process in consultation with faculty, staff, and student leadership to lead the campus into a promising next chapter. The incoming VCPA will be integral to this effort, building upon UW Bothell's unique community and institutional assets and further solidifying its position in the region. In doing so, the VCPA will address the following key opportunities and challenges:

- Collaboratively shape a strategic vision for UW Bothell's next chapter
- Enhance transparency and ensure strong fiscal and administrative leadership
- Serve as a strong campus advocate and multi-campus university citizen and build successful partnerships within Washington and beyond
- Continue to nurture talented teams and build an inclusive culture

## ABOUT THE UNIVERSITY OF WASHINGTON

The University of Washington is globally recognized as one of the top universities in the world and is one of the country's premier public research institutions. With operations on three campuses, the University is a vital economic engine for the state of Washington and a center for research and scholarship across the globe. The University employs more than 4,000 outstanding faculty members, has an endowment of roughly \$3 billion, and boasts a diverse range of academic programs, including a robust health sciences and engineering enterprise. In 2010, the University launched a \$5 billion capital campaign, the largest campaign of any public university and one of the most ambitious campaigns globally. Thanks to the generosity of more than half a million donors, the University of Washington closed the books on this historic campaign in 2020, raising \$6.3 billion to support scholarships, fellowships, and financial aid for students and to advance the institution's public mission. For more information on the University of Washington, visit [www.uw.edu](http://www.uw.edu).

## ABOUT THE UNIVERSITY OF WASHINGTON BOTHELL

*"We provide access to excellence in higher education through innovative and creative curricula, interdisciplinary teaching and research, and a dynamic community of multicultural learning."*

*– Mission Statement, University of Washington Bothell*

Located in the Seattle metropolitan region, UW Bothell is a predominantly undergraduate institution (PUI), a Minority Serving Institution (MSI), and a designated First-Generation campus that is focused on building vibrant regional partnerships, creating and disseminating new knowledge, and preparing students for leadership in the state of Washington and beyond. The UW Bothell campus was established in 1990, along with the UW Tacoma campus. In its first 15 years, UW Bothell offered upper-division and master's level courses. In 2006, UW Bothell began enrolling students in first- and second-year college courses. Since 2007, UW Bothell has grown to become the largest of the state's five new public university campuses. It houses five academic schools (School of Business, School of Educational Studies, School of Interdisciplinary Arts & Sciences, School of Nursing & Health Studies, and the School of STEM) that offer

55 degrees and programs, and its faculty are nationally and internationally recognized for the excellence of their scholarship in teaching and research. UW Bothell is lauded for its broad commitment to student success, and its myriad support systems benefit learners from all backgrounds. Pell-eligible students graduate at a rate slightly above the student body average. The University is deeply engaged in developing a strong but flexible infrastructure that will support a wide range of scholarly activities and community partnerships.

Although primarily a commuter school, UW Bothell has a robust array of services for commuter and residential students alike, including the UW Bothell campus library, almost 100 student clubs, the Residential Village, an activities and recreation center, a student diversity center, a veteran and military resource office, and a variety of academic support services, including an academic advising office, the Collaboratory, the Office of Connected Learning, and the Academic Learning Commons. In addition, students extend their learning outside of the classroom through community-engaged projects and research with more than 400 off-campus partners and internships with companies, organizations, and agencies across the region, country, and the world.

## Leadership

Dr. Kristin G. Esterberg joined UW Bothell on October 1, 2021, as the institution's fourth chancellor. Since then, she has prioritized developing UW Bothell's capacity for philanthropic investment and building capacity for significant work on equity and inclusion, including an emphasis on constructive dialogue.

She has also focused on overseeing UW Bothell's transition to a more residential campus and on the opening of a new science building, Innovation Hall. Dr. Esterberg is passionate about student success and is committed to providing a supportive work environment and professional development for staff and faculty at all stages of their careers.

Esterberg is the current president of LGBTQ Leaders in Higher Education, the only national organization dedicated to developing LGBTQ leadership and advocacy in higher education. She is a board member for HERS (Higher Education Resource Services) and an executive sponsor for the American Association of State Colleges and Universities' Emerging Leaders Program.

Prior to joining UW Bothell, Esterberg was president of the State University of New York at Potsdam (SUNY Potsdam), which is one of America's first 50 colleges and the oldest institution in the State University of New York system. Prior to her term as SUNY Potsdam president, which began in 2014, Esterberg served as provost and academic vice president at Salem State University in Massachusetts and as deputy provost at the University of Massachusetts Lowell. Her research has centered on gender and sexuality, social identities, research methodology, and social organization and change.

## Finance and Operations

UW Bothell is at a scale that is sustainable, yet agile and nimble. It has a defined number of schools and a growing identity in the marketplace, but there is an immense opportunity to capitalize upon the maturation of the institution. The campus continues to streamline current programs and develop sustainable financial models, including off-site programming and hybrid and online teaching modalities, with a focus on access and excellence.

UW Bothell has a modified Responsibility Center Management (RCM) budget model that encourages greater revenue planning and autonomy at the level of the individual schools. The RCM budget model allows for better alignment of budgeting to strategic university-wide goals. The FY2025 Operating Budget Revenue projection for UW Bothell is \$93 million. To learn more about the budget and campus finance, please see <https://www.uwb.edu/planning-administration/planning-budget/budget>.

UW Bothell is co-located with Cascadia College and the institutions share a campus master plan that establishes a long-term vision of the shared campus and serves to guide the responsible growth and physical development of the Bothell campus. Approved in January 2018, the plan addresses building, parking, and housing needs along with environmental impacts, opening the door for sustainable growth. To learn more about UW Bothell's planning and space management, please see <https://www.uwb.edu/planning-administration/planning-space-management>.

## ROLE OF THE VICE CHANCELLOR FOR PLANNING AND ADMINISTRATION

The Division of Planning & Administration is dedicated to building and maintaining an administrative infrastructure that supports and facilitates the ongoing operations, services, and strategic growth of UW Bothell. Reporting to the Chancellor, the VCPA is part of the leadership team on campus and has key roles in the Chancellor's Executive Team, the Chancellor's Cabinet, and in partnering with the other Vice Chancellors and the Chancellor in steering high-level campus decision-making.

The VCPA will oversee a broad portfolio, including budget planning and management, fiscal (payroll, procurement, travel, supplier diversity); facilities services (including events, wetlands management, campus sustainability, campus safety, emergency preparedness and business resumption planning, environmental health and safety, motor pool and commuter services); organizational excellence and human resources; capital projects and physical planning; space planning and management; and information technology.

Representing UW Bothell, the next VCPA will also have primary responsibility for working in collaboration with counterparts within the UW tri-campus and the central offices of the University. Given UW Bothell's co-location with Cascadia College, the VCPA will coordinate and manage partnerships on several business and administrative enterprises and will be responsible for negotiating, administering, and evaluating the service level agreements with Cascadia College.

Furthermore, the VCPA develops strategic long-range financial plans for the campus and leads UW Bothell's budget-building process and financial management, including revenue forecasting and coordination of budget requests and allocations based on enrollment targets and projections. The VCPA plans, manages, and oversees the activity for a number of budgets including the general operating budget, as well as fundraising targets (in partnership with Advancement).

## KEY OPPORTUNITIES AND CHALLENGES FOR THE VICE CHANCELLOR

The next VCPA will be a seasoned and collaborative financial and operational leader, ideally with a strong change management background and ability to work collaboratively within a system of shared governance. Given the institution's mission and its diverse student body, the incoming VCPA will demonstrate a genuine interest in and success for advancing diversity, equity, and inclusion through their robust accomplishments in previous positions. The VCPA will be expected to:

### **Collaboratively shape a strategic vision for UW Bothell's next chapter.**

UW Bothell has enjoyed a rapid growth phase over the years and now aspires to optimize and prioritize programs, operations, and resources in more strategic ways. The VCPA will help guide the campus through this next phase of maturation, leading all planning and operational units in support of UW Bothell's mission. As part of this effort, the VCPA will oversee strategic long-range financial and capital planning for the campus and work in partnership with UW central offices to integrate the UW Bothell campus efforts into the broader University strategic financial planning and forecasting efforts. Ultimately, the VCPA will be responsible for all campus operations, including but not limited to institutional planning and budget, facilities, IT, and human resources, and will be expected to work in service of a diverse range of constituencies. To that end, the VCPA will place a high value on collaboration, shared governance, and collective decision-making and will work closely with campus and university leadership to ensure that processes and structures are clear, well-communicated, and adhered to.

### **Enhance transparency and ensure strong fiscal and administrative leadership.**

The VCPA will serve as a bridge to units across campus and will work to enhance a culture of transparency and collaboration. The VCPA will function as a partner with campus constituencies and the greater community around UW Bothell's budget, resource allocation, and broader operations on campus. In doing so, the VCPA will increase literacy around the modified RCM budgeting model, both acclimating the campus to shifts in the administrative landscape and continuing to work with academic affairs and faculty governance to more closely align resources to campus priorities. The VCPA will collaborate with UW central offices to apply University-wide financial and administrative policies at the UW Bothell campus with an eye towards continuing to enhance the internal control environment. Additionally, the VCPA will support the development or modification of these policies to ensure that the specific characteristics of UW Bothell are reflected in policy language.

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**Serve as a strong campus advocate and multi-campus university citizen and build successful partnerships within Washington and beyond.**

Co-located with Cascadia College, UW Bothell is uniquely positioned to provide an educational experience that few institutions can. The VCPA will work to create a shared vision around facilities and investment with Cascadia College. Similarly, as part of the University of Washington, the VCPA will partner with campus leaders at UW Seattle and UW Tacoma to ensure strong communications and clarity of processes and structures. While this role does not have direct responsibility for government and community relations, the functions it supervises support strong town-gown relationships and are often at the center of conversations with external partners, such as neighbors, City of Bothell, Bothell Police Department, transit agencies, etc.

**Continue to nurture talented teams and build an inclusive culture.**

The VCPA will further guide and develop an incredibly talented and dedicated staff, with an eye to campus culture, mentorship, and professional development. The VCPA will also work to sustain a culture of inclusion and respect, serving as a role model when it comes to crafting effective work practices and teams. The VCPA will strive to build more integration across a broad and diverse portfolio of business units and will further position the VCPA's office as a highly transparent and customer-oriented unit, ultimately working in service of UW Bothell's mission and community. This will sustain excellence as UW Bothell continues to mature and contribute to the institution's competitive edge as an employer in the Seattle Metropolitan Area.

## QUALIFICATIONS AND CHARACTERISTICS

UW Bothell seeks a proven and inspiring leader with extensive financial and operations experience, keen organizational and strategic planning skills, and a deep commitment to accountability and fiscal stability. In addition, the incumbent must have a strong ability to synthesize and communicate quantitative information to a larger audience, an understanding of and appreciation for professional systems and procedures, and broad leadership and management experience, preferably in a complex higher education setting. The candidate must be a collaborative leader with a collegial style who will engender trust and facilitate partnerships across the University and beyond. The successful candidate will offer both the following required qualifications as well as many preferred attributes.

Required:

- Bachelor's degree and 8-10 years of experience overseeing a complex, multi-unit organization;
- 8-10 years of executive-level experience in financial management and budgeting, infrastructure management, and/or a related field;
- Demonstrated problem-solving skills and strategic visioning;
- Experience supervising administrative directors and staff in a collaborative team environment;

- Demonstrated ability to work effectively and develop and maintain excellent working relationships with faculty, staff, and students, in a multidisciplinary and diverse community;
- Demonstrated success advancing diversity, equity, and access initiatives;
- Exceptional communication and presentation skills and an ability to work independently and as part of a team.

Preferred:

- Master's degree in business administration, public administration, or related field is strongly preferred;
- Senior administrative experience in a higher education setting;
- Understanding of capital project financing and construction processes;
- Working knowledge/experience with plant operations and maintenance, auxiliary operations, human resources, security and safety operations, and space planning;
- Understanding or experience with alternative models of university budgeting, including activity-based or responsibility-centered budgeting;
- Demonstrated experience with entrepreneurial or revenue-enhancing initiatives.

## LOCATION AND COMPENSATION

Bothell, Washington (pop. 50,670) is located just under 20 miles northeast of Seattle, a major coastal seaport and the seat of King County, Washington. The city officially sits in both King and Snohomish counties. It is located five miles from Woodinville wine country, a region with more than 80 award-winning wineries, and six miles from St. Edwards State Park, a 316-acre day-use park with 3,000 feet of freshwater shoreline on Lake Washington. The University is proximal to companies both large and small, including Phillips US, Google, Microsoft, Costco, T-Mobile, REI, and Boeing; Amazon's presence in Bellevue, just 12 miles away from campus, is equivalent to the company's headquarters in Virginia. To learn more about Bothell, see <https://beginatbothell.com>.

Salary offers will be commensurate with a final candidate's qualifications and experience. The annual salary range the University reasonably expects to pay for this position is \$210,000 to \$285,000.

## APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website for the search: <https://www.imsearch.com/open-searches/university-washington-bothell/vice-chancellor-planning-and-administration>. Electronic submission of materials is required.

Joe Kralick, Aku Ammah-Tagoe, and Cara Meyers  
Isaacson, Miller

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### *Equal Employment Opportunity Statement*

*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, gender expression, national origin, age, protected veteran or disabled status, or genetic information.*

### *Benefits Information*

*A summary of benefits associated with this title/rank can be found at <https://hr.uw.edu/benefits/benefits-orientation/benefit-summary-pdfs/>. Appointees solely employed and paid directly by a non-UW entity are not UW employees and are not eligible for UW or Washington State employee benefits.*

### *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>).*

### *Privacy Notice*

*Review the University of Washington [Privacy Notice for Demographic Data of Job Applicants and University Personnel](#) to learn how your demographic data are protected, when the data may be used, and your rights.*

### *Disability Services*

*The University of Washington is committed to providing access and reasonable accommodation in its services, programs, activities, education and employment for individuals with disabilities. To request disability accommodation in the application process, contact the Disability Services Office at 206.543.6450/V, 206.543.6452/TTY, 206.685.7264 (FAX) or [dso@uw.edu](mailto:dso@uw.edu).*