



**DIRECTOR OF ENGAGEMENT**  
**UNIVERSITY OF WASHINGTON ALUMNI ASSOCIATION**  
**UNIVERSITY OF WASHINGTON**  
**Seattle, Washington**



The Aspen Leadership Group is proud to partner with the and the [University of Washington Alumni Association \(UWAA\)](#) and the [University of Washington \(UW\)](#) in the search for a Director of Engagement.

The Director of Engagement will develop and lead core UWAA engagement programs and services that are planned and implemented by the Broad Based Programs, the Alumni Student Programs, and the Volunteer Engagement teams. With a deep commitment to diversity, equity, and inclusion, as well as expertise in engagement and scalable events, the Director will lead substantive change within local and regional engagement for alumni and friends of the UW. In particular, the Director will work collaboratively with UWAA and UW leaders to develop and sustain authentic and effective relationships with alumni of color, young alumni, and historically underrepresented audiences through virtual and in-person programming.

The UWAA is a non-profit organization established in 1889, committed to advancing higher education, supporting the University of Washington and furthering the mission and vision of University Advancement. As part of University Advancement's Alumni and Stakeholder Engagement unit, the UWAA team is closely aligned with the UW and University Advancement and shares many of the same values and priorities. The UWAA employs over 40 individuals and has an annual operating budget of over \$8 Million. Through engagement, services and communications, the UWAA serves a community of over 500,000 University alumni and 60,000 dues paying members and seeks to instill a lifetime of sustained, loyal, and purposeful connections with the UW and one another.

The UWAA's mission of supporting the UW and higher education encompasses a range of activities and programs that capture and promote the Husky spirit. These initiatives include a membership program that nurtures a core group of engaged alumni and friends; resources that foster a community of lifelong learners including the [University of Washington Magazine](#); public lectures and a travel program; services supporting current UW students with scholarships, career exploration and networking activities; and [UW Impact](#), an independent advocacy program that organizes alumni to speak out in support of higher education with elected officials in the State Legislature. The UWAA recognizes and promotes outstanding examples of alumni accomplishment and impact through its awards programs and communications. The UWAA believes that an organized alumni community makes a profound difference in the life of the University.

## REPORTING RELATIONSHIPS

The Director of Engagement reports to the Assistant Vice President of Alumni and Stakeholder Engagement, Grant Kollet. The Director of Engagement supervises three fulltime professional staff members: the Associate Director, Alumni-Student Programs; the Associate Director, the Broad-Based Programs; and the Assistant Director, Regional Volunteer Engagement as well as four additional indirect full time reports, several part-time student employees and volunteer board members.

## PRINCIPAL OPPORTUNITIES

*The UW Alumni Association's mission to advance higher education and support the University of Washington is grounded in the premise that an organized community of over 500,000 graduates is a force for extraordinary change. For more than 130 years, the UWAA has carried out this mission through award-winning programs, services, and communications that convene and engage members, alumni, students, and friends in advocacy, lifelong learning, and community building. With more than 60,000 members, the UWAA is one of the largest alumni organizations in the country.*

*The Association seeks an experienced, visionary, and purpose-driven individual to serve in the role of Director of Engagement. The Director will join the UWAA team as a leader, collaborative partner, and strategic thinker, committed to reimagining 21<sup>st</sup> century alumni engagement that is grounded in the public mission of a university with regional, national, and global impact. This work will be viewed and achieved through a racial equity lens and yield programming at-scale that spans geographic boundaries and focuses on alumni-student engagement, career-development, and community service.*

*The UW Alumni Association is committed to diversity, equity, and inclusion, and to advancing understanding and actions that are actively anti-racist. The Association's objective is to lead substantive racial equity change through purposeful and relevant engagement with marginalized alumni communities and amplification of Black, Indigenous, and people of color (BIPOC) voices and stories. In recognition of the significance of the current dual racial and medical pandemics, the Director will work with executive leadership to build upon the reputation and community base of the UWAA to extend and evolve programming with the objective of drawing in new, more diverse audiences through inclusive, relevant, and meaningful experiences.*

*The Director will join a high performing staff and executive leadership team with a reputation for productivity and impact. The Director will lead a team of passionate professionals responsible for large scale, broad-based programming, volunteer engagement, and alumni-student programming. The Association enjoys a strong relationship with institutional leadership and sustained, collaborative relationships across the campus. The UWAA draws upon the expertise and leadership of an established and effective Board of Trustees and its work is guided by a comprehensive strategic plan.*

*This is a unique opportunity for a creative and driven leader to shape and define a newly created position in a dynamic organization and lead innovation in alumni and community impact.*

–Grant Kollet, Assistant Vice President, Alumni and Stakeholder Engagement; Director, Alumni Relations

## **PRIMARY RESPONSIBILITIES**

### **Program Leadership, Strategy, and Collaboration**

The Director of Engagement will

- oversee a broad and diverse program portfolio, including but not limited to the oversight of the Broad-Based Programs (BBP), Alumni Student Programs (ASP), and Volunteer Engagement teams, and three direct and four indirect reporting lines;
- lead the Association's efforts to critically assess engagement programming from a racial equity perspective, and direct efforts to co-create and operationalize alumni identity engagement programming;
- lead efforts to collaborate with and program for diverse alumni communities that includes efforts with the Multicultural Alumni Partnership (MAP) and other established campus groups, in order to sustain and enhance the recognition and support of student scholars and community leaders;
- work collaboratively with the Assistant Vice President, the ASE Executive Team, and appropriate UW partners to develop and operationalize UWAA engagement programs and services, which align to UWAA and University Advancement strategic priorities in support of the UW's public mission;
- engage in and communicate expectations with stakeholders, campus administrators, Association members, students, donors, and the public;
- establish and maintain positive and productive relationships with a wide range of constituencies that support the work of BBP, ASP, and Volunteer Engagement; and
- represent the Association and its interests publicly and interact with campus and community executives.

### **Management and Administration**

The Director of Engagement will

- recruit, select, hire, develop, and evaluate professional staff with an understanding of the evolving nature of the workplace, the workforce, and additional challenges presented by COVID and remote work;
- oversee the successful implementation of the engagement events led by the BBP, ASP, and Volunteer Engagement teams, integrating and aligning these engagement efforts within the larger program portfolio of the Association in order to successfully meet outcomes delineated in the current strategic plan;
- lead efforts in the digital engagement space, helping to identify effective channels, formats, and content that will appeal to and serve UWAA audiences;
- collaborate effectively with the Marketing and Communications (MarCom) team to create a holistic engagement experience for UWAA audiences; and
- collaborate across all three UW campuses to oversee the implementation and development of Husky Landing, the UWAA's signature networking and career development resource for students and alumni.

### **Operations**

The Director of Engagement will

- oversee all aspects of administrative and fiscal operations on the BBP, ASP, and Volunteer Engagement teams and generate and present reports relating to UWAA engagement efforts, particularly with regard to identity engagement programming;
- exercise significant independent fiscal responsibility across broad areas of UWAA administrative and programmatic efforts;

- in coordination with team leadership, assess fiscal needs and efficiencies, develop annual and large-scale programming budgets, consider allocation and reallocation of dollars, and make funding requests of Association leadership;
- collaborate with other UWAA budget managers and the University Advancement finance team to ensure that funds are accurately accounted for and managed;
- actively participate in committees and standing meetings with other UWAA management and leadership and collaborate across the organization on complex and ongoing projects; and
- in coordination with the Senior Director for Alumni and Stakeholder Engagement, develop success metrics for engagement programming, in particular for alumni identity engagement programming; create supporting reports and documents; and present this information to management, Association leadership, and campus partners.

### KEY COLLEAGUES



**Paul Rucker**

**Vice President, Alumni and Stakeholder Engagement**

**Executive Director, UW Alumni Association**

Since 2009, Paul has served as senior alumni relations officer at the University of Washington (UW), one of the world's leading public research universities with 59,000 students on three campuses, 20,000 faculty and staff and more than 525,000 alumni worldwide. As Vice President for Alumni and Stakeholder Engagement, Paul serves as Executive Director of the UW Alumni Association, a 130-year non-profit organization committed to advancing higher education in the State of Washington and supporting the UW. Paul is a member of the UW President's Cabinet and the Executive Team for University Advancement, which leads all institutional engagement, marketing and communications, and philanthropic programs and services. In 2020, the UW successfully completed *Be Boundless — For Washington, for the World*, the ambitious \$6.3 billion campaign to transform the student experience, drive public good, expand impact, and empower innovation.

From 1992 to 2004, Paul served in student affairs and workforce development leadership roles at Washington community and technical colleges. Paul served as Executive Director of International Programs at Shoreline Community College from 1998 to 2004 where he led the planning and execution of international student services – international marketing/admissions, advising and retention – study/teach abroad programs, international workforce training and curricular transformation. At Edmonds Community College, Paul led international business internship programs and was the Founding Director the Washington State Community College Consortium for Study Abroad (WCCCSA), one of the nation's leading community college study/teach abroad programs.

Paul is a long-time volunteer for the Council for Advancement and Support of Education (CASE), having served as a Trustee and current member of the Council for US and Canada. Paul also serves on the Board of Directors of the Council of Alumni Association Executives (CAAE). He is a recipient of the CASE VIII 2020 Distinguished Service Award and is a frequent speaker on the strategic integration of alumni relations in higher education and alumni legislative advocacy program administration. Paul earned his Master of Public Administration at the UW's Evans School of Public Policy and Governance and his undergraduate degree at the UW's School of Communications. Paul returned to work at his alma mater in 2004.



**Grant Kollet**

**Assistant Vice President, Alumni and Stakeholder Engagement  
Director, Alumni Relations**

Grant Kollet is the Assistant Vice President for Alumni and Stakeholder Engagement. He has been with the University of Washington since 2005, working for 10 years as the Director of First Year Programs before joining the University of Washington Alumni Association in 2014. Grant is active in the Council for the Advancement and Support of Education and sits on the Council's

Alumni Relations Commission. Grant's work prior to alumni relations was in undergraduate enrollment management, running programs that support student transition into, through and beyond college. Prior to working at the University of Washington, he worked at the University of Maryland College Park, the University of California, Berkeley, and the College of the Holy Cross. Grant lives in Edmonds, Washington with his wife and 10-year-old son who is a diehard Husky fan!



**Terri Hiroshima**

**Assistant Vice President, UWAA Marketing and Communications**

Terri Hiroshima joined the University of Washington Alumni Association in 2015 and currently serves as Assistant Vice President, Marketing and Communications. She leads a body of work that supports meaningful engagement and stewardship of diverse audiences. Terri has held executive and marketing and leadership positions throughout her career, most recently as Vice President of Communications at Seattle Metro

Chamber of Commerce, Executive Director at Crosscut Public Media, and Marketing Director at Seattle Theatre Group. She currently volunteers at Pratt Fine Arts Center in Seattle's Central District where she serves as board president.



**Ellen Whitlock Baker**

**Senior Director, Alumni and Stakeholder Engagement**

Ellen is the Senior Director of Alumni and Stakeholder Engagement at the University of Washington Alumni Association/Alumni and Stakeholder Engagement. Adept at creating meaningful and relevant shared learning experiences for multi-dimensional audiences, she is passionate about building authentic relationships across a workplace and the community. Ellen loves thinking about how to use data to help organizations make decisions that drive towards their goals and tell powerful stories about their impact.

Ellen works with professionals across the UW to support and facilitate broad based engagement in support of UW and UWAA initiatives. She oversees UWAA/ASE's metrics development and reporting, working with central Advancement colleagues to measure the impact of the engagement work done by ASE and the UW's schools and colleges.

Previously, Ellen served as the Director of Information and Evaluation at the Evans School of Public Policy and Governance at UW, directing the School's communications and marketing and assisting the Dean with institutional analysis and strategy. After receiving her Master of Public Administration from the Evans School in 2009, Ellen worked for Shunpike, a non-profit arts services organization, as its first Program Manager. She received her bachelor's degree in theatre from Whitman College. Ellen serves on the board of CASE District VIII, and chaired the CASE District VIII conference in 2020.

## PREFERRED COMPETENCIES AND QUALIFICATIONS

University of Washington seeks a Director of Engagement with

- an ability to express oneself clearly and empathetically in interactions with others in all forms of communication, i.e., verbal and written, one-on-one, and group, etc.;
- an ability to build and maintain positive relationships and actively contribute as a member of working teams to achieve results;
- an ability to create a culture of collaboration within direct teams and across organizational units and build and maintain positive relationships;
- an ability to move relationships to purposeful and measure actions and outcomes;
- respect for and a willingness to contribute to UW's commitment to inclusiveness and diversity;
- a willingness to take responsibility for meeting goals, objectives, obligations, and solving problems while representing the mission, vision, and values of the organization;
- an ability to obtain, analyze, and evaluate information effectively in the face of ambiguity and make appropriate decisions based on relevant information and experience;
- a commitment to modeling and upholding the values of candor, openness, inclusiveness, and honesty despite internal and external pressures and an ability to act consistently with Washington State ethical guidelines and organizational core values and beliefs;
- a commitment to developing others to become leaders;
- an ability to effectively communicate objectives and guide direct reports and team members to make decisions and achieve goals;
- an ability to develop and manage comprehensive team goals and measure team progress while balancing short-term and long-term priorities that are consistent with the organization's mission, priorities and goals; and
- an ability to recognize and address conflicts and disagreements in a safe and respectful environment, manage conflicts collaboratively, and build consensus with the best interests of the organization in mind.

A bachelor's degree and at least six years of experience in human and social services, non-profit management, higher education and/or related social fields or communities of practice is required for this position. Subject matter expertise and experience in serving communities of color, young adults, and historically underrepresented audiences is preferred.

## DIVERSITY, EQUITY, AND INCLUSION

The UW Alumni Association is committed to [diversity, equity, and inclusion](#) and to advancing understanding and actions that are actively anti-racist. Its objective is to lead substantive change within its membership and the broad alumni community. At this time, we are called upon to act differently and implement purposeful and sustainable programs that engage marginalized alums and amplify BIPOC voices within the community.

Realizing these goals and objectives requires the active participation of UWAA members and leaders. In addition to an active racial equity committee led by staff, in July, the UWAA Board of Trustees created a joint board and staff governance committee on race, equity, and justice to ensure continued coordination and accountability for this renewed commitment. It has also created a new [online resource](#), focused on a broad range of race, equity and justice programs and services from across the UW community, to increase understanding and engagement with these important issues.

For the past three decades, the UWAA, inspired by the visionary leadership of the Multicultural Alumni Partnership (MAP), has advanced a commitment to diversity; however, the current societal landscape and active volunteer leadership provide an opportunity to expand the impact of MAP through increased coordination and alignment with the Director of Engagement, UWAA leadership, the Office of Minority Affairs and Diversity and other campus partners.

### **SALARY & BENEFITS**

University of Washington offers a competitive salary and [excellent benefits](#) including a variety of health plan options, generous retirement plans, life insurance and long-term disability coverage.

### **LOCATION & CURRENT WORK FORMAT**

This position is located in Seattle, Washington. The University of Washington, including University Advancement and the University of Washington Alumni Association, have been working under “maximum flexibility” protocols. The UWAA team is working remotely with the understanding that everyone is impacted differently by COVID-19. Leadership is attuned to the various additional responsibilities and impacts on employees, especially and including those related to caregiving, and is working with team members on their individual needs and accommodations. University Advancement and the UWAA will continue to work remotely through at least the end of the fiscal year on June 30, 2021.

### **APPLICATION INSTRUCTIONS**

All applications must be accompanied by a cover letter and résumé. ***Cover letters should be responsive to the mission of University of Washington Alumni Association, provide evidence of experience and expertise that are aligned with the core elements of this role, convey evidence of success in building scalable programs with diverse stakeholders in highly matrixed environments, and present a clear position with regard to racial equity.*** Preference will be given to candidates that apply before February 12, 2021.

*To apply for this position, visit:*

[Director of Engagement, University of Washington.](#)

*To nominate a candidate, please contact Angelique Grant:*

[angelique@aspenleadershipgroup.com.](mailto:angelique@aspenleadershipgroup.com)

*All inquiries will be held in confidence*