



**WALTER SCOTT, JR.  
COLLEGE OF ENGINEERING  
COLORADO STATE UNIVERSITY**

**Search for the Dean  
Walter Scott, Jr. College of Engineering  
Colorado State University  
Fort Collins, Colorado**

## **THE SEARCH**

Colorado State University (CSU) seeks an energetic, innovative, and visionary leader to serve as the next Dean of the Walter Scott, Jr. College of Engineering (WSCOE). This is a unique opportunity to lead a one-of-a-kind college with a diverse array of undergraduate and graduate programs situated at a top land grant institution and research university of 33,000 students in a “best places to live” city.

The mission of WSCOE is to educate, innovate, cultivate, and engage in order to generate knowledge, improve quality of life, and positively impact society. The College has internationally recognized research programs and offers a world-class education steeped in hands-on experiential learning in a community that is committed to fostering inclusion and equity. WSCOE produces career-ready graduates and is a leader in per-FTE research productivity among public engineering colleges. This complementary balance of education and research, combined with a culture that encourages and rewards collaboration, positions the College well for innovating and addressing many of the complex societal problems facing the world today.

Working in partnership with faculty, staff, and students, as well as CSU leadership and external partners, the Dean will advance an agenda for the future, attending to the College’s mission. As the internal leader and external face of the College to stakeholders throughout the state, region, and world, the Dean will lead its education, research, service, and outreach agenda, champion philanthropic efforts, and build strategic internal and external relationships to support WSCOE’s mission and CSU’s land-grant vision. The next Dean will prioritize opportunities to recruit, retain, and care for its excellent faculty, staff, and students while upholding CSU’s Principles of Community of inclusion, integrity, respect, service, and social justice.

Colorado State University has retained Isaacson, Miller, a national executive search firm, to assist with this important recruitment. All inquiries, nominations, and applications should be sent electronically and in confidence to the search firm as indicated at the end of this document.

## **COLORADO STATE UNIVERSITY**

*Inspired by its land-grant heritage, Colorado State University is committed to excellence, setting the standard for public research universities in teaching, research, service, and extension for the benefit of the citizens of Colorado, the United States, and the world.*

Colorado State University's roots go back to 1870 when the institution was founded as the Agricultural College of Colorado. The school first opened its doors to students in 1879 with President Elijah Edwards and two faculty members. From these origins, a world-class institution grew. Today, Colorado State University has approximately 33,000 students and enjoys R1 Carnegie classification with annual research expenditures topping \$447.2 million. The University has nearly 1,900 faculty in 62 academic departments, schools, and special academic units across eight colleges: Agricultural Sciences; Business; Walter Scott, Jr. College of Engineering; Health and Human Sciences; Liberal Arts; Warner College of Natural Resources; Natural Sciences; and Veterinary Medicine and Biomedical Sciences.

CSU emphasizes access, inclusion, and opportunity to ensure an exciting and enriching experience for all students. Its heritage as a land grant university means CSU students think about a world far bigger than themselves. They are not afraid to face the challenges that lie ahead when pursuing their passions. With more than 170,000 living alumni, graduates of CSU are state governors, heads of corporations, Olympic gold medalists, teachers, researchers, artists, and many other leaders in society.

## **Leadership**

### **CSU Board**

The [Colorado State University system](#) is a three-campus system. It consists of the flagship Fort Collins campus; Colorado State University-Pueblo, a federally-designated Hispanic-serving institution of nearly 5,000; and CSU-Global Campus, the nation's first independent, fully-online public university. The [governing board](#) consists of 15 members, nine of whom are appointed by the governor to serve four-year terms.

### **Amy Parsons, President**

Amy Parsons was [named the 16<sup>th</sup> president of Colorado State University](#) effective February 1, 2023. Parsons served in various senior executive leadership roles at CSU and the CSU System and combines her higher education experience with a private sector background. Prior to her role as CEO of Mozzafiato, LLC,

Parsons was executive vice chancellor of the CSU System from 2015-2020; vice president for university operations at CSU from 2009-2015; deputy general counsel and associate legal counsel at CSU Fort Collins from 2004-2009. While working on campus, she taught courses for eight years in the Student Affairs in Higher Education master's degree program. She worked as a litigation attorney for Denver-firm Brownstein, Hyatt, & Farber (now Brownstein, Hyatt, Farber, Schreck) from 1999-2004.

Parsons holds a bachelor's degree in political science from CSU and a Juris Doctorate from the University of Colorado.

### **Dr. Janice L. Nerger, Interim Provost and Vice President for Academic Affairs**

Interim Provost Janice L. Nerger is Colorado State University's Chief Academic Officer and provides leadership to the University's colleges and schools, overseeing the University's academic mission and enterprise. Dr. Nerger is on temporary leave from her role as Dean of the College of Natural Sciences, a position she has held for 13 years.

Dr. Nerger has been at CSU for more than 30 years and has served in other leadership roles, including Associate Dean of Academics for the College of Natural Sciences, Acting Chair for the Department of Psychology, Program Coordinator for Experimental Psychology, and Division Coordinator for Behavioral Neurosciences. During her tenure as Dean of the College of Natural Sciences, she led the successful proposals and construction of two new state-of-the-art science facilities that helped reform the CSU main campus landscape: the Biology and the Chemistry Research buildings, both LEED Gold-certified and part of what is now known as CSU's Science Quad.

Dr. Nerger received her PhD in experimental psychology from the University of California, San Diego in 1988. After a two-year postdoctoral research appointment at NASA/Ames Research Center at Moffett Field and SRI International, Menlo Park, CA, she joined the faculty at Colorado State University in 1990. She progressed through the academic ranks and was named Dean of the College of Natural Sciences in 2010. In July 2022, she was appointed Interim Provost.

### **Strategic Plan**

The [University Strategic Plan](#) (2022-2026) focuses on driving innovation in learning, discovery, and engagement. The strategic imperatives of the plan call for building operational excellence, fostering the well-being and success of people, embracing purposeful innovation at the core, and amplifying the University's positive impact on all those it serves.

### **Location**

Colorado State University is located 60 miles north of Denver in the beautiful city of Fort Collins, adjacent to the Rocky Mountains with the foothills and mountainous peaks visible to residents. Easy access to

hiking, skiing, rafting, and other outdoor sports is a great advantage to CSU students, faculty, and staff. With an average of 300 days of sunshine per year and low humidity, Fort Collins residents enjoy pleasant weather year-round. Colorado has earned a worldwide reputation as an area that offers an unparalleled lifestyle. Fort Collins represents the very best of Colorado with top award rankings from Forbes for Best Place for Business/Careers, Gallup Well Being Index for Healthiest Mid-Size City in America, CBS Moneywatch List of Top 10 Best Places to Retire, and Outside Magazine Best Towns in America, among other select recognitions.

## **THE WALTER SCOTT, JR. COLLEGE OF ENGINEERING**

The roots of WSCOE go back to the 1870 Morrill Act that created land-grant colleges and which specified that both “agricultural and mechanic arts” be taught. While much has changed since its founding as part of Colorado Agricultural College over 150 years ago, the land-grant mission of teaching, research, and outreach, as well as supporting prosperity and economic development- remains the same.

The [path of WSCOE](#) has been shaped by accomplished faculty and alumni, most notably by alumnus [Walter Scott, Jr.](#) A 1953 civil engineering alumnus, Mr. Scott’s philanthropic support made him the [largest donor](#) in CSU’s history totaling \$64.2 million. His extraordinary generosity prompted the dedication in 2016 of the Walter Scott, Jr. College of Engineering. Mr. Scott’s gift has supported engineering students through the [Scott Scholars](#) program, funded the hiring of two outstanding faculty as Scott-funded presidential chairs, and more.

Today, the Walter Scott, Jr. College of Engineering’s mission is to make higher education accessible and engaging for all students. Supporting and maintaining a diverse student body requires that the College acknowledge the many pathways that lead into and through undergraduate and graduate programs. WSCOE’s “hands-on,” experiential approaches to learning and education include extensive laboratory and team-based coursework, and students have access to research opportunities throughout their programs. The College has devoted considerable attention to positive experiences for undergraduate students, including engagement in research and support for students whose academic backgrounds have incompletely prepared them for engineering. Through teaching and mentoring, the College aims for all students to see their relevance to and role in addressing global challenges, develop their full potential to contribute in the workplace and in society, and recognize the integral role of engineering in achieving social progress and justice.

WSCOE, and CSU as a whole, have attracted a majority of faculty, staff, and graduate students whose interests and ambitions align with the values of stewardship and societal impact. The College has internationally recognized programs in water resources and their interconnections with food and energy; clean energy and decarbonization; biotechnology; climate and severe weather studies and prediction; infrastructure and community resiliency; air quality; and human and environmental health. These research clusters, combined with the collaborative environment, give WSCOE an exceptional position for innovating and addressing complex societal problems. The culture within WSCOE strongly encourages and

rewards externally-funded research and interdisciplinary collaboration. WSCOE faculty and staff are entrepreneurial, growing and supporting large programs in their areas of expertise, as well as frequently partnering across the University and in technology transfer. This ability to connect and cooperate has led to remarkable and sustained success in attracting federal grant support and industrial research, with per-capita research expenditures that exceed those of most peer institutions and that represent a disproportionately large fraction of CSU's total funded research activity.

Walter Scott, Jr. College of Engineering is committed to training the next generation of global engineers and scientists to achieve the highest academic standards and to maintaining and advancing its international reputation. As part of a Land-Grant University, WSCOE has an integrated mission of education, research, and public engagement. In fulfilling this mission, the objectives of the College are to: 1) Promote scholarly excellence aimed at advancing the state of knowledge in engineering, atmospheric science, and applied science, including research, development, and technology transition; 2) Maintain and enhance quality teaching programs in its undergraduate and graduate programs; 3) Provide state-of-the-art teaching, research, and physical infrastructure that facilitate breakthroughs in engineering, atmospheric science, and applied science; 4) Provide post-graduate support for the profession through continuing education; and 5) Provide outreach support to the community through solutions for global challenges by promoting collaboration and cooperation within public and private sector partners through extension services.

WSCOE is a medium-sized engineering college of approximately 150 faculty, 300 postdoctoral scholars and research scientists, 95 academic and administrative staff, 2,500 undergraduate students, and 1,050 graduate students. In the Fall of 2022, WSCOE welcomed its second largest incoming cohort with an average HS GPA of 3.91. Four of its academic departments serve both graduate and undergraduate students, and two have graduate-only programs. The College also houses two interdisciplinary degree-granting programs and a competitively-selected federal cooperative atmospheric research institute. The College is ranked 6<sup>th</sup> nationally in research funding per faculty among public universities without a medical school, and faculty are active in translating research outcomes to patents, licenses, and startup companies, as well as developing new knowledge that positions society to address emerging challenges. The mix of professionals dedicated to core activities allows WSCOE to branch out into new areas and to build large collaborative research programs that would not otherwise be feasible.

### **Strategic Plan and Initiatives**

In early 2021, Colorado State University leadership began a strategic planning process to guide the University's future. Simultaneously, leaders in the Walter Scott, Jr. College of Engineering recognized the need to update the College's 2020 Strategic Plan. The coronavirus pandemic, changing demographics, and other societal shifts, as well as growing global challenges, necessitated a fresh look at strategy.

WSCOE's [new strategic plan](#) refines the College's vision and affirms its mission against the backdrop of today's challenges, reinforces its core values, and points at critical initiatives needed to achieve shared

success. Through leadership in education, research, innovation, and engagement, WSCOE will tackle some of the biggest challenges and threats that face our region, our nation, and the world in fulfillment of the land grant mission and the evolving responsibility of a globally integrated university. The College's vision, mission, and values frame its endeavors:

Vision: We aspire to be a world leader in engineering and applied science education and research, serving society through inclusive excellence, innovation, and inspiration.

Mission: Educate, innovate, cultivate, and engage in order to generate knowledge, improve quality of life, and positively impact society.

Values: Stewardship, Collaboration, Equity, Empathy, Innovation, Integrity, Opportunity.

Strategic initiatives are already underway stemming from the strategic plan, and are focused around four main themes:

- Respond to student interests and industry workforce needs through innovative curricula and modern teaching facilities to emphasize societally relevant topics, including sustainability, human and environmental health, and the use of technology to make the world a better place for all.
- Improve student success and retention, particularly within the first two years, including closing gaps in retention based on financial need, race and first-generation status.
- Advance competitive advantages in programmatic growth, transdisciplinary collaboration, research, recruiting, and retention by providing, integrating, maintaining, and continuously updating cutting-edge college physical infrastructure across all facilities.
- Support growth of signature research programs aimed at solutions to state, regional, national, and global grand challenges.

### **WSCOE Undergraduate Education Priorities**

Students in the College's undergraduate engineering programs are among the most academically qualified students entering CSU, and graduates are in high demand by industry, with 92% reporting a job offer or acceptance to an advanced degree program within 3 months after completing their degrees. For the period 2021-2031, the U.S. Bureau of Labor Statistics projects faster-than-average job growth for engineering disciplines. Engineering and technology companies in Colorado continue to grow and are seeking new engineering hires. Even with the growth WSCOE has experienced in its programs since 2010, there is opportunity and need for further growth. New resources and facilities will be critical to enable this trajectory.

## **WSCOE Graduate Education Priorities**

The College's graduate students play a critical role in its research enterprise, helping to deliver on the land grant mission of discovery, innovation, societal impact, and economic development. Graduate students include a large number of GRAs supported on external funds, a comparatively small number of GTAs, and a substantial number of self-paying or company-supported students. WSCOE graduates hold senior positions with leading engineering and technology firms, research laboratories, and academic institutions across the U.S. and beyond. Many of the College's graduate programs are highly ranked. The graduate program in Systems Engineering began just over 10 years ago and is now the largest doctoral program at CSU. A new Professional Science Master's program in Biomanufacturing and Biotechnology was recently launched, as well.

WSCOE aspires and sees opportunity to grow its graduate programs, particularly at the doctoral level. This will require additional faculty as well as new teaching and research facilities to support this growth.

## **WSCOE Research Priorities**

The College has internationally recognized programs in water resources and their interconnections with food and energy; clean energy and decarbonization; biotechnology and sustainable biomanufacturing; climate and severe weather research; earth remote sensing; infrastructure and community resiliency; air and water quality; and human and environmental health. These strengths and others are reflected in signature research themes of sustainability engineering, climate and weather prediction, infrastructure resilience, health and human-environment systems, and data and systems technologies.

WSCOE is ranked 6<sup>th</sup> nationally in research funding per faculty among public universities without medical schools in the annual amount of about \$600,000 per FTE and has received major research awards representing the CSU thematic focus areas. [WSCOE's researchers](#) are engaged in inter- and transdisciplinary research, with collaborations that involve every other college at CSU and universities and companies around the world. The College's annual research expenditures are around \$90M, with per-faculty research expenditures that exceed those of most peer institutions and that represent a large fraction (approximately 25%) of CSU's total funded research activity. This output, and WSCOE's focus on addressing societal needs, is also reflected in the large number of invention disclosures, patents, and licenses generated by college researchers.

## **ACADEMIC DEPARTMENTS AND PROGRAMS**

WSCOE is comprised of six academic departments, two special academic units, and major research centers and institutes.

The [Department of Atmospheric Science \(ATS\)](#) provides premier graduate education, conducts groundbreaking research in the atmospheric sciences, and provides service to Colorado, the nation, and



the world. The department's top-ranked graduate program offers MS and PhD degrees in the atmospheric sciences. Students, faculty, and staff conduct cutting-edge research in areas including climate, weather, atmospheric chemistry, radiation and remote sensing, the human dimensions of climate, and atmospheric science education. Computer modeling, field and laboratory studies, remote sensing, and data science are used to address these critical research areas. The department collaborates closely with other Colorado State groups sharing its environmental mission, and with national and international groups addressing weather, climate, and environmental issues. The Colorado Climate Center, led by a department faculty member, is housed in ATS. The ATS Department is entirely contained on the CSU Foothills campus.

The [Department of Chemical & Biological Engineering \(CBE\)](#) is one of only two in the country to offer an ABET-accredited B.S. degree in chemical and biological engineering. The program attracts a gender-diverse group of high-ability students who seek the degree to attack problems of major societal importance in health, the environment, sustainable biomanufacturing, and renewable energy. In the research laboratories, undergraduate students work alongside graduate students and postdoctoral scholars on fundamental and translational scholarship focused on biomanufacturing and bioprocessing, cyberbiosecurity, advanced polymeric materials, tissue engineering, microbiome engineering, synthetic biology, and point-of-care medical diagnostics. The department also offers M.S., M.E., and Ph.D. degrees in Chemical Engineering and a Professional Science Master's degree in Biotechnology and Biomanufacturing.

The [Department of Civil and Environmental Engineering \(CEE\)](#) combines quality undergraduate and graduate education with robust research activity. CEE offers undergraduate majors in both civil engineering and environmental engineering, and ME, M.S., and PhD, graduate degrees in civil engineering. Interdisciplinary research is conducted in the strategic thematic areas of resiliency and sustainability and within three focus areas – environmental and energy systems, infrastructure systems, and water engineering and science. The CEE Department is highly ranked nationally and enjoys a recognized international reputation for research and scholarship in water resources and community resiliency.

The [Department of Electrical and Computer Engineering \(ECE\)](#) focuses on applying engineering principles to turn the unseen, including electrons, photons, electromagnetic waves, and microelectronic chips, into everyday products and services which are used daily. ECE has BS, MS, ME, and PhD programs in both electrical engineering and computer engineering. Students can select concentrations in lasers and optics, aerospace systems, embedded and IoT systems, networks and data, and VLSI and integrated circuits. ECE's world-class research programs engage students in the discovery of knowledge to develop new technologies and solve problems facing our world.

The [Department of Mechanical Engineering \(MECH\)](#) seeks to develop the next generation of engineering leaders via impactful scholarship and hands-on learning. MECH has one of the largest undergraduate enrollments at CSU and provides a highly skilled engineering workforce that serves as an economic engine for Colorado and beyond. With a wide array of hands-on learning labs and aggressive continuous development of physical spaces and teaching capabilities, CSU MECH undergrads are known for their ability to tackle the toughest of problems in both research and industry settings. MECH faculty are



recognized for their cutting-edge research endeavors that address some of contemporary society's most important problems. MECH staff provide invaluable support that directly facilitates both student and faculty success. As a community, the Department celebrates differences and is constantly seeking to diversify the engineering profession.

[Systems Engineering \(SE\)](#) at CSU is a program of research and scholarly innovation seeking to develop solutions to the most difficult technical, economic, environmental, and social challenges. SE works closely with industry and government partners to research new knowledge, and to establish a collective capability to engineer systems in aerospace, energy, civil, and social applications. SE is a discipline of engineering that develops an interdisciplinary and systems-level viewpoint to enable the research and design of large-scale, complex, socio-technical systems. In 2019, SE became the newest department in the College, offering graduate degree programs and certificates, including MS, ME., PhD, D.Eng., and a Certificate in SE Practice. SE has developed into a unique and exemplary program that embodies CSU's Land-Grant mission and the mission of the College. The successes of the SE Department illustrate the University's ability to innovate scholarly programs, to invest in new models of education, engagement, and research, and to meet the needs for an education that is responsive and accessible to a 21st-century learner.

The [School of Biomedical Engineering \(SBME\)](#) is driven by leadership in biomedical engineering research, education, and outreach. Students participate in cutting-edge biomedical engineering research in three areas of focus – regenerative and rehabilitative medicine, medical devices and therapeutics, and imaging and diagnostics. SBME offers an undergraduate degree in BME (BS), for which a second BS from a partner department (MECH, CBE or ECE) is required, making it a 5-year double degree. This degree program, backed by a MOU among participating departments, is unique among the 171 accredited units in BME across the United States. Robust graduate programs lead to ME (resident or online), MS, or PhD degrees, and include select faculty from three additional colleges (CNS, CVMBS, and CHHS).

The [School of Advanced Materials Discovery \(SAMD\)](#) is a multidisciplinary program which brings together faculty, students, and ideas across three different colleges to address the global challenges in the field of materials science and engineering (MSE). A vibrant and growing collaborative research group, SAMD attracts students from across the globe, currently representing 12 countries across four continents. Research collaborations span nine departments and a broad array of materials science applications. Graduate degrees, including MS and PhD degrees, are offered.

The [Cooperative Institute for Research in the Atmosphere \(CIRA\)](#) was founded in 1980 and focuses on conducting interdisciplinary research in the atmospheric sciences by entraining skills beyond the meteorological disciplines, exploiting advances in engineering and computer science, facilitating transitional activity between pure and applied research, leveraging both national and international resources and partnerships, and assisting NOAA, CSU, the State of Colorado, and the Nation through the application of its research to areas of societal benefit. There is direct overlap and close collaboration between CIRA and the Department of Atmospheric Science, which has extended to other Departments within WSCOE and other colleges within CSU.

CIRA's partnership with NOAA was renewed in 2019 with a five-year award of \$128.7 million, with the potential for renewal for another five years based on successful performance. It features the largest research portfolio in WSCOE and is currently the 2<sup>nd</sup> largest indirect cost generating unit at CSU. In addition to its base in Ft. Collins (co-located on the Foothills Campus with ATS on Atmos Hill), CIRA fields staff at NOAA federal facilities in Boulder, CO, Kansas City, MO, College Park, MD, Silver Spring, MD and Miami, FL. CIRA also fosters partnerships with NASA, the National Park Service, various branches of the Department of Defense, and the aerospace industry.

## **FACILITIES**

WSCOE teaching and research facilities are located in three distinct areas in Fort Collins: CSU's Main Campus, the Powerhouse Energy Campus, and the [Foothills Campus](#). Located on- and off-campus, the College's [centers and labs](#) make cutting-edge research possible, and facilitate practical, hands-on learning experiences for students in water, climate and weather, health, energy, and the environment.

Main Campus is the location of nearly all WSCOE classrooms and teaching labs including the Glover Building which was constructed in 1950 and is slated for redevelopment starting in late fall 2023. This exciting project will result in an \$80M, 110,000 square foot, state-of-the-art facility with modern classrooms and labs and is scheduled to open in 2026.

The Foothills Campus contains research and innovation facilities that are home to research projects that amount to more than \$50 million annually. The campus is home to research across a wide range of critical areas for the nation and world, including animal and human health, weather hazards, climate and climate change, atmospheric science, hydrology, and infectious disease. Research partnerships on the campus include federal labs, state and federal agencies, and industry.

## **PHILANTHROPY**

Philanthropic support from individuals, foundations, and industry is a key component to the College's ability to pursue new initiatives, expand access for more students to pursue a college degree, and to recruit and retain top faculty. Approximately 10% of the College's alumni donate annually, and 15% of the College's undergraduate students received donor-sponsored scholarships this academic year, representing over \$2.8M in total award value. In addition to increasing annual support, the College has been the grateful beneficiary of pivotal transformational gifts over the last few years, each valuing \$10M+.

### **SUZANNE AND WALTER SCOTT FOUNDATION**

College alumnus Walter Scott, Jr. has [contributed \\$62.4M through his foundation](#) to the College over the last 40 years, with the majority given since 2010. These transformational contributions have elevated the College's reputation among institutional peers and researchers, and greatly enhanced recruitment of

students. The impact of these gifts includes the exclusive Scott Scholars scholarship and enrichment program, graduate fellowships, and investments in high-impact research.

## **ROLE OF THE DEAN**

Reporting to the Provost, the Dean serves as the chief academic and administrative officer of the WSCOE, overseeing a \$130 million annual budget and working with [a team of passionate, experienced professionals](#) who are dedicated to excellent service, teaching, and research. Direct reports to the Dean include:

- Six academic Department Heads, all members of the College faculty;
- One Academic Program Director who is faculty in Biomedical Sciences (CVMBS) and one Associate Director who is College faculty;
- The Director of the Cooperative Institute for Research in the Atmosphere, a faculty member in Atmospheric Science;
- The Associate Dean for Academic and Student Affairs, who is a member of the College faculty;
- The Associate Dean for Graduate Programs, who is a member of the College faculty;
- The Associate Dean for Research, who is a member of the College faculty;
- The Associate Dean for International Programs a part-time position, also a member of the College faculty;
- The Assistant Dean for Diversity and Inclusion, who is a member of the College faculty;
- The Assistant Dean for Operations;
- The Executive Director of Development;
- The Director of Communications and Strategic Marketing;
- The Executive Assistant to the Dean.

The Dean also works with the [Dean's Advisory Board](#) and University senior leadership and in maintaining productive relationships with alumni, representatives of business and industry, as well as state agencies and the Colorado Legislature. The Dean's Advisory Board meets twice a year and is comprised of 15 industry leaders and alumni who are passionate about and committed to the College's success. CSU deans

meet formally as a group with the provost every two weeks and individual deans have formal monthly meetings with the provost.

### **OPPORTUNITIES AND CHALLENGES FOR THE NEXT DEAN**

The next Dean of the Walter Scott, Jr. College of Engineering will face the following key opportunities and specific challenges:

#### **Develop, recruit, and retain excellent research and teaching faculty and staff**

The Dean will lead WSCOE in actively recruiting outstanding research and teaching faculty, scholars, and staff and will be committed to their development and retention. Competition for faculty and staff is intense from both other leading academic programs and industry. The College's strong reputation serves as an attractor of talent but also exposes it to recruitment from competitors.

The new Dean must foster a culture that supports excellent research, teaching, and service, ensures that junior faculty are well mentored, and actively supports all faculty and staff by providing pathways for advancement and professional development. The Dean will understand the research, teaching, and service demands facing faculty members and the need for them to relate to the students they educate and the partnerships they serve. They will work with the faculty through established guidelines to ensure support for recruitment, start-up packages, developing faculty, promoting diversity and inclusion, and maintaining the highest standards of quality. Additionally, the Dean will foster a sense of community among the many stakeholder groups that comprise the College, recognizing and valuing the unique contributions each make to the success of WSCOE.

#### **Advocate for and execute capital projects and renovations**

In line with its vision of being a world leader in engineering education and research, WSCOE must modernize its facilities to maximize research potential, meet enrollment demands, and attract high caliber students, faculty, and staff. In 2019, Clark & Enersen Partners was engaged to create a master plan for the College with the aim to evaluate existing space along with past and future growth, and to formulate options for WSCOE to expand the capacity and quality of its facilities. The project identified needs for improvement both on the main campus (Glover) and at Foothills (ERC, Sim Labs, the Hanger, and the ATS and CIRA facilities on Atmos Hill). Additionally, a space deficit of 60,000 sq ft was identified based on existing activities, and an additional 150,000 sq ft needed to support projected growth over the next 10 years. Additional space deficits and necessary upgrades in the Atmospheric Science portion of Foothills campus have subsequently been identified.

The next Dean will advocate for critical projects to allow for strategic growth and continued excellence. Central to this is the planned renovation of the Glover Building on the main campus, which presents a unique opportunity for the Dean to shape the direction of the new building. This \$80M project, slated to

begin in late fall 2023 and open in 2026, will create 110,000 square feet of modern classrooms and labs in a state-of-the-art facility.

The Dean will also provide leadership in envisioning, garnering support for, and fundraising for renovations in the Engineering Building on the main campus and the Engineering Research Center and other parts of Foothills campus. This is an excellent opportunity for the Dean to integrate the educational mission of the College via modernizing research infrastructure and investing in the College research enterprise to support emerging areas. Additional opportunities lie in forging research and industry partnerships via shared collaborative spaces in WSCOE facilities.

**Pioneer innovative academic programs that leverage interdisciplinary and transdisciplinary collaborations to address state, regional, national, and global challenges**

The Dean will lead WSCOE in responding to student interests and industry workforce needs through innovative curricula and initiatives emphasizing societally relevant topics including climate and sustainability, human and environmental health, and the use of technology to make the world a better place for all. This will require working across the College and campus to catalyze ideas leading to innovative academic offerings including new certificates, concentrations, and degrees. Building on the momentum of recently created programs, opportunities exist at the undergraduate level and with graduate programs, especially at the doctoral level.

By leveraging interdisciplinary partnerships as well as collaborations with industry and others in the external community, the Dean will lead the College in achieving its mission of improving quality of life and positively impacting society.

**Grow research**

WSCOE's strong and diverse [research enterprise](#) is led by faculty and staff who are collaborative both within the College and across the University. Rooted in a focus around water stemming from the College's agricultural roots, WSCOE is uniquely positioned to address some of the most critical challenges facing the world today including climate, sustainability, water, energy, human and environmental health, and community resiliency.

Working with faculty and department leaders, the Dean will ensure the success of a renowned, impactful research enterprise by establishing a vision for research excellence, supporting and connecting faculty and research scientists, and seeding big ideas. They will support these ambitious goals by providing a compelling research vision for WSCOE and building the resources, infrastructure, and support to enable teams to pursue multidisciplinary projects and compete for government grants and other sources of extramural funding. As the external face of the College, the Dean will pursue efforts to connect with federal agencies and industry partners to continue to produce exceptional discoveries and

interdisciplinary collaborations. The Dean must have the academic taste, judgment, and foresight to develop resources and advocate for additional research infrastructure and space renovations.

### **Build a diverse and inclusive community with equitable pathways to success for all**

The position of [Assistant Dean for Diversity and Inclusion](#) was created in 2018. The Office of the Assistant Dean for Diversity and Inclusion leads the strategic planning and implementation efforts for diversity, inclusion, and equity goals across the College, and has an active role in university-wide diversity and inclusion initiatives. In particular, the office works with College faculty, staff, and students to foster an inclusive climate for diversity in the college. The WSCOE DEI efforts focus on taking tangible actions that support advancing (1) increased recruitment of marginalized and excluded faculty, staff, and students; (2) improved retention and promotion of marginalized and excluded faculty, staff, and students; and (3) development of the cultural competency of all faculty, staff and students. Active and dedicated DEI committees have [raised the profile of the importance of diversity efforts](#), and work in collaboration with the office of the Assistant Dean for Diversity and Inclusion, the Engineering Success Center, and CSU's Office of Inclusive Excellence. Numerous efforts across the college seek to build a more diverse, inclusive, and equitable College community. Examples include supporting students through our student organizations, bridge and mentoring programs, cultural competency series, and intentional relationships with Minority Serving Institutions. These efforts are and continue to be strategic priorities for WSCOE.

The engineering profession has historically struggled with diversity and the College recognizes a need to diversify its faculty and staff, so that it reflects the growing diversity of the student body and the state of Colorado. While [some progress has been made](#), there is no single solution to address this longstanding problem. It will take a concerted and sustained commitment from all members of the College community to increase diversity and support inclusion at all levels to strengthen the experience of everyone in the College and diversify the future engineering workforce.

### **Develop, communicate and execute a plan for strategic enrollment growth aligned with College infrastructure and resources**

Since 2010, the College has experienced significant growth in student enrollments (+65%), research expenditures (+45%), and number of faculty and staff (+30%), with the exception of two years during the pandemic. While this growth has led to an influx of talented students, staff, and faculty and broadened the College's impact, it has also put a strain on College resources and facilities, necessitating a cap on enrollments in some departments and programs.

The next Dean will provide leadership in developing an enrollment strategy that is aligned with WSCOE's goals of continued growth and excellence while serving its Land-Grant mission of access to education. The Dean will leverage the momentum of the College's growth and the planned rebuild of the Glover Building to catalyze a strategically crafted plan for increasing enrollment and programs and ensuring that WSCOE is resourced appropriately. Opportunities exist in developing transfer pathways from community colleges,

offering online opportunities for high school students to enroll in engineering courses, and seeking to increase stipends and coverage of fees for graduate students.

### **Foster strategies to ensure the success and retention of undergraduate and graduate students**

The persistence of students across the College will be a priority for the Dean, with particular emphasis on the specific needs of international students, students of limited income, first-generation students, and students from historically underrepresented groups. Building upon existing initiatives such as the [ENpower Bridge Program](#) and the [ENCourage Engineering Math Program](#), the Dean will lead the College in exploring opportunities to support undergraduate and graduate students from enrollment to degree completion. Opportunities exist in mentorship, addressing financial barriers to completion, curriculum assessment, access to instruments and facilities for PhD students and Post Doc fellows, and enhancing programs designed to address gaps in preparation for an engineering program amongst students. The Dean will work to find creative solutions to increase support for graduate students, enhance professional development, and to foster a community that will enable all students to thrive and advance toward their goals.

### **Manage existing financial resources while strategically enhancing WSCOE's financial position for the future**

CSU and WSCOE have historically been dependent on enrollment and tuition, with a financial model anchored in student enrollment growth. Two years of fewer incoming students during the pandemic combined with the predicted demographic cliff of college students raise the importance of forward thinking and astute fiscal management. While the College brought in a record incoming class in Fall 2022, there will be a gap to address due to smaller class cohorts during the previous few years.

The Dean will be responsible for creating a sustainable funding model for the College that includes fundraising, research funding, and identifying additional revenue streams such as industry and state partnerships. The Dean will be a vocal champion to a range of external audiences and potential funders for the ways in which WSCOE is changing the world and be a tireless internal and external advocate for resources to fuel the College's continued success. The Dean will be a careful steward of the College's resources while also taking educated risks to strategically pursue opportunities that advance the mission and impact of the WSCOE.

### **THE SUCCESSFUL CANDIDATE: QUALIFICATIONS**

The successful candidate should have a distinguished record and global reputation of academic and professional excellence that supports appointment as a tenured full professor in one or more of the departments of the College. A doctoral degree in Engineering or a closely related field is required. Additionally, the successful candidate will possess many of the following qualities, skills and characteristics:



- Strong communication skills and the ability to articulate a compelling message to diverse audiences;
- Strong executive ability and the courage to accept challenges, take educated risks, and decisively pursue opportunities;
- Proven track record of securing external project funding and managing fiscal and personnel resources;
- Demonstrated evidence of commitment to enhancing student learning and engineering and applied science education at both the undergraduate and graduate level;
- Demonstrated evidence of commitment to enhancing innovation and research;
- Record of meaningful commitment to and demonstrated accomplishment in issues associated with inclusion, diversity, equity, and access as it pertains to recruitment, retention, and success of historically underrepresented students, faculty, and staff;
- Strong desire to establish collaborative relationships both within the University and with the private and public sectors;
- An innovator who can reference the latest trends in engineering education scholarship, and has the judgment and knowledge to take informed risks;
- Evidence of securing external support through fundraising and development;
- Ability to provide energetic and visionary leadership to a large, diverse, and complex academic enterprise;
- A nuanced understanding of sponsored research activity in an academic setting and the taste, drive, and energy to seize upon creative opportunities to establish areas of excellence;
- Commitment to the College's stated values of stewardship, collaboration, equity, empathy, innovation, integrity, and opportunity;
- The intellectual leadership and vision to guide the College in maintaining and strengthening its reputation for excellence in undergraduate, graduate, and professional education;
- A commitment to shared governance and ensuring meaningful faculty participation in institutional governance;

- A strong record of achievement in research, and the ability to energize and inspire faculty across a diverse array of disciplines to pursue research opportunities;
- Financial acumen and proven abilities in budget and financial management;
- Ability to provide civic leadership and to successfully work with professionals in industry and academic, community, and governmental organizations;
- Strong emotional intelligence, combined with nuanced listening and interpersonal communication skills.

The salary range for this position is \$330,000 - \$370,000.

**TO APPLY**

Confidential inquiries, nominations/referrals, and résumés with cover letters can be sent electronically and in confidence to:

Greg Esposito, Partner  
Sharon Hansen, Senior Associate  
Isaacson Miller, Inc.  
263 Summer Street, 7th Floor  
Boston, MA 02210

<https://www.imsearch.com/open-searches/colorado-state-university-walter-scott-jr-college-engineering/dean>

*Colorado State University is committed to providing an environment that is free from discrimination and harassment based on race, age, creed, color, religion, national origin or ancestry, sex, gender, disability, veteran status, genetic information, sexual orientation, gender identity/expression, or pregnancy in its employment, programs, services and activities, and admissions, and, in certain circumstances, marriage to a co-worker. 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. Colorado State University is an equal opportunity and equal access institution and affirmative action employer fully committed to achieving a diverse workforce and complies with all Federal and Colorado State laws, regulations, and executive orders regarding non-discrimination and affirmative action. The [Office of Equal Opportunity](#) is located in 101 Student Services.*

*The Title IX Coordinator is the Director of the Office of Title IX Programs and Gender Equity, 123 Student Services Building, Fort Collins, CO 80523-0160, (970) 491-1715, [titleix@colostate.edu](mailto:titleix@colostate.edu).*

*The Section 504 and ADA Coordinator is the Director of the Office of Equal Opportunity, 101 Student Services Building, Fort Collins, CO 80523-0160, (970) 491-5836, [oeo@colostate.edu](mailto:oeo@colostate.edu).*

*The Coordinator for any other forms of misconduct prohibited by the University's Policy on Discrimination and Harassment is the Vice President for Equity, Equal Opportunity and Title IX, 101 Student Services Building, Fort Collins, Co. 80523-0160, (970) 491-5836, [oeo@colostate.edu](mailto:oeo@colostate.edu).*

*Any person may report sex discrimination under Title IX to the [Office of Civil Rights, Department of Education](#).*

*Colorado State University strives to provide a safe study, work, and living environment for its faculty, staff, volunteers and students. To support this environment and comply with applicable laws and regulations, CSU conducts background checks. The type of background check conducted varies by position and can include, but is not limited to, criminal history, sex offender registry, motor vehicle history, financial history, and/or education verification. Background checks will also be conducted when required by law or contract and when, in the discretion of the University, it is reasonable and prudent to do so.*