Development and your department

Ed Lazowska
Bill & Melinda Gates Chair in
Computer Science & Engineering
University of Washington

July 2004

UWADVANCE
University of Washington Center for Institutional Change

Two Day Summer Leadership Workshop for Department Chairs

Me

- Chair of UW Computer Science & Engineering, 1993-2001
  - Navigated various internal and external political shoals
- Spearheaded fundraising for a new $72M building for UW CSE, dedicated in October 2003
  - UW had never done a major building that was largely privately funded
- Launched an endowment campaign
  - Quickly secured 5 new endowments totaling $5M; more to come

Today

- A quick tour of the building
- Laying the groundwork
- The development campaign

PAUL G. ALLEN CENTER

for Computer Science & Engineering

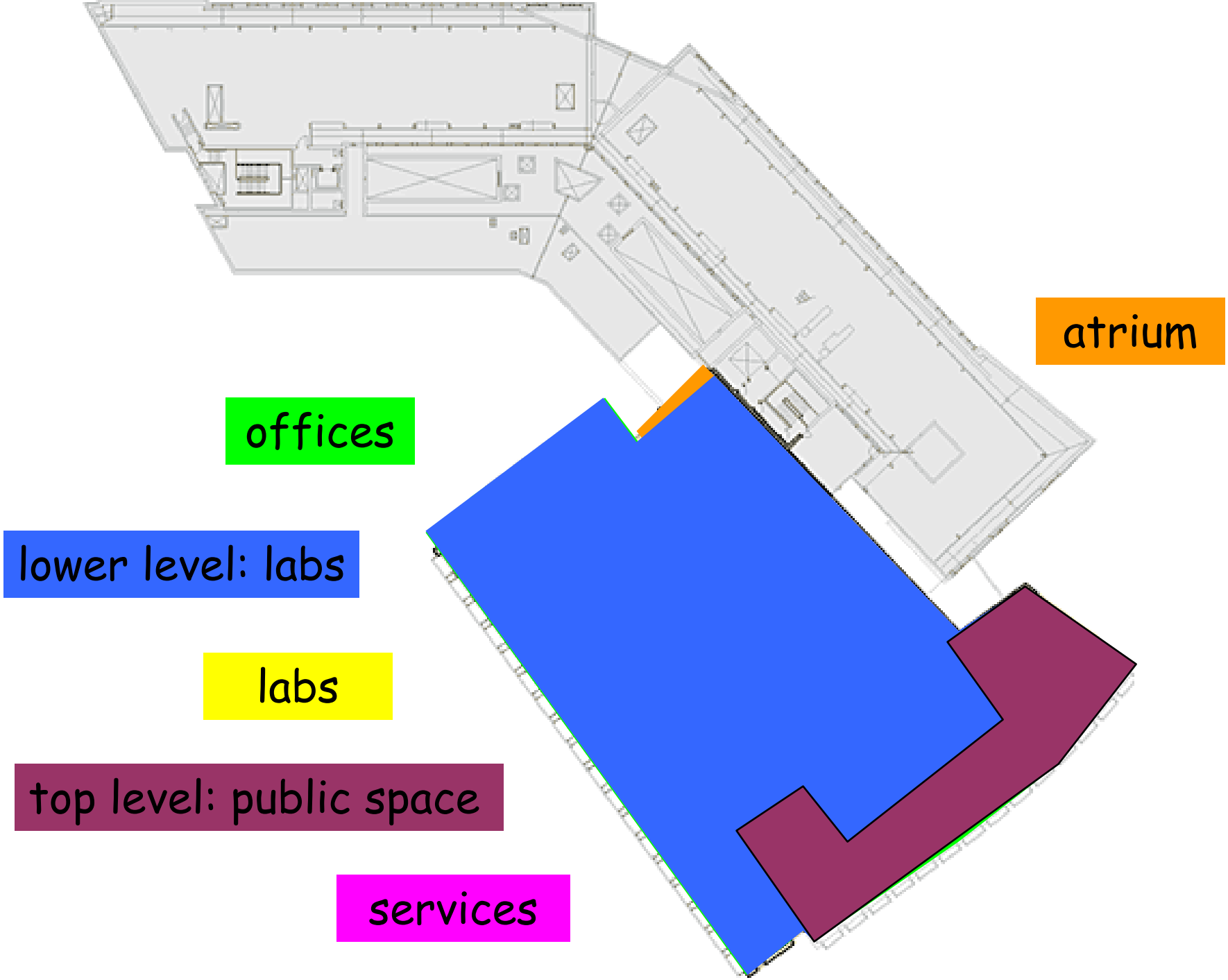
Sieg Hall, 1970

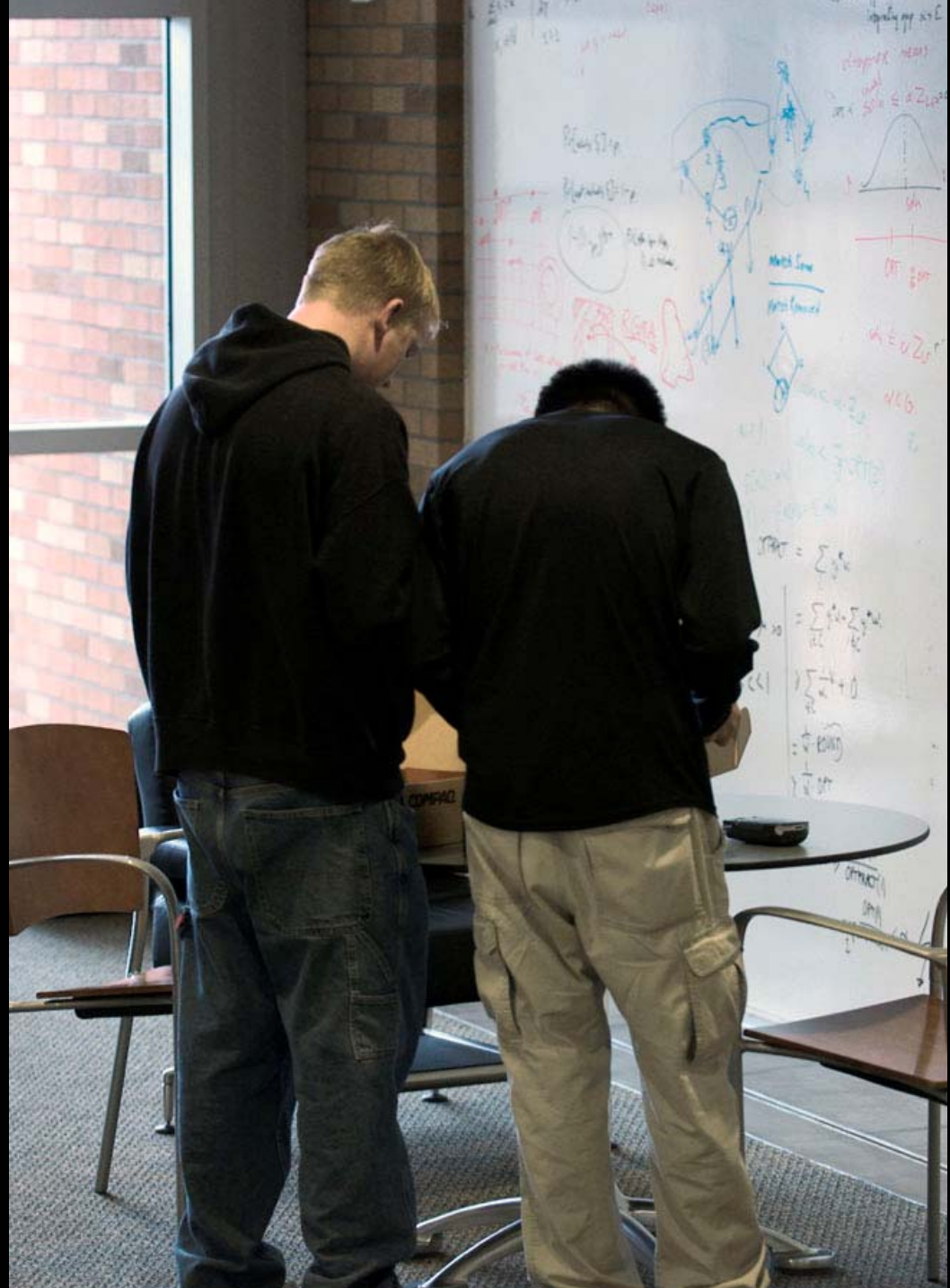
Sieg Hall, 1998

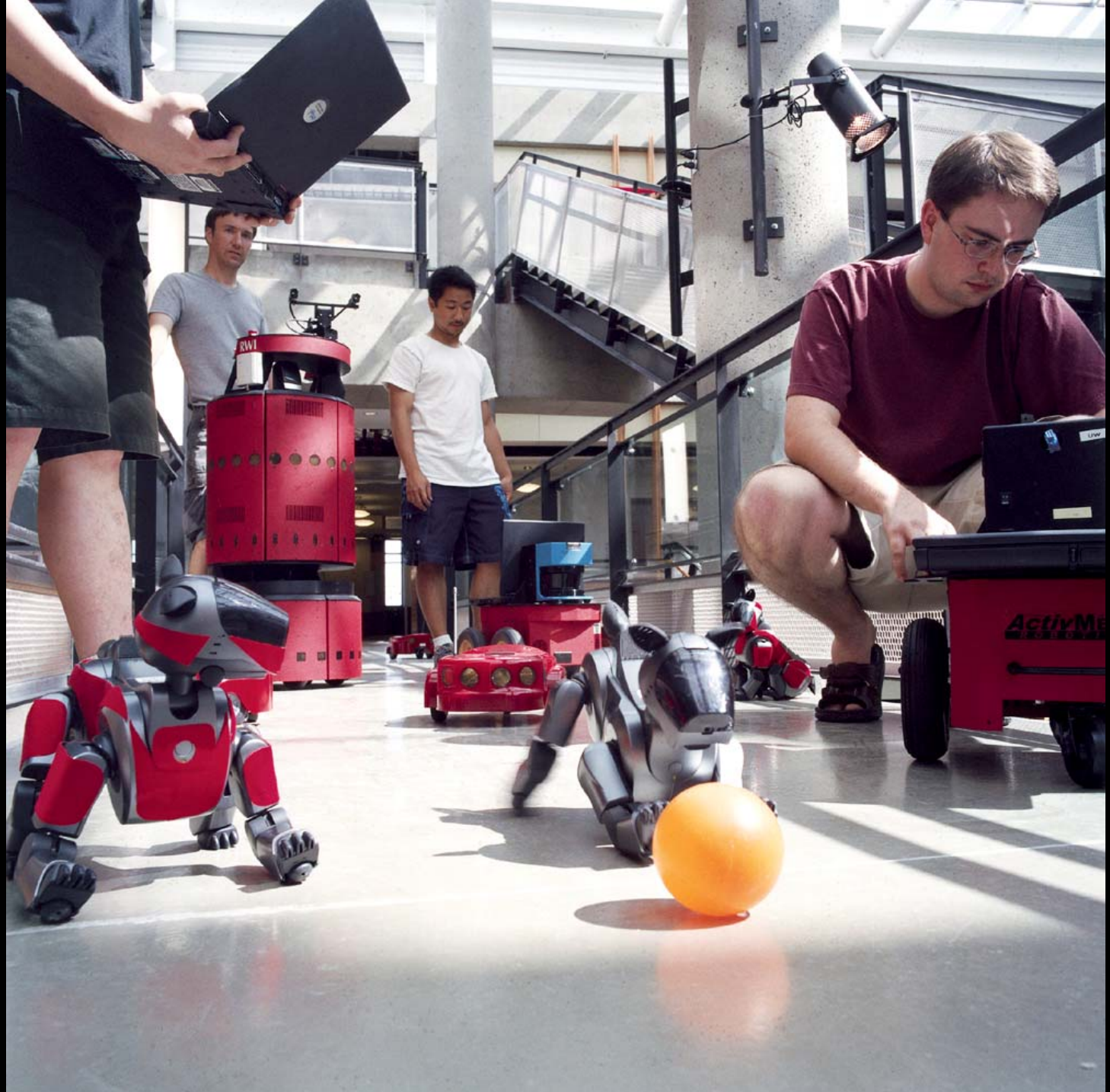
New and old EE buildings, 1998

Demolition of old EE building, 2001

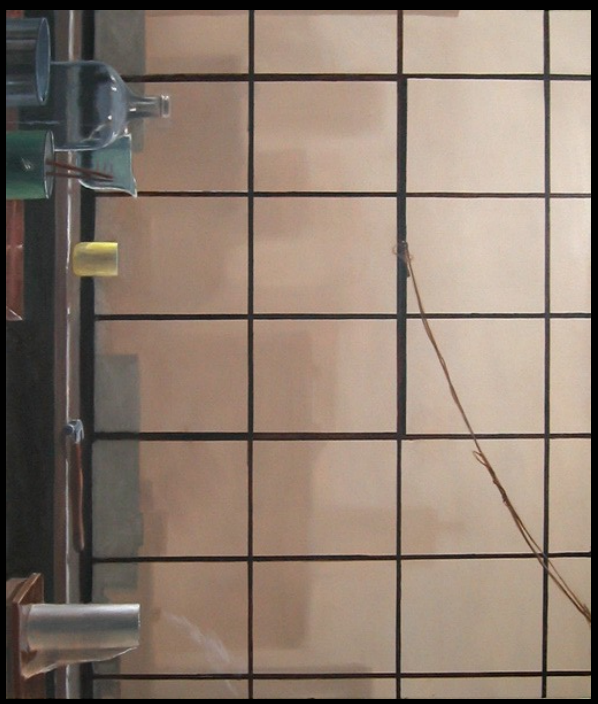
Completion of Paul G. Allen Center, 2003


atrium
offices
lower level: labs
labs
top level: public space
services





Norman Lundin

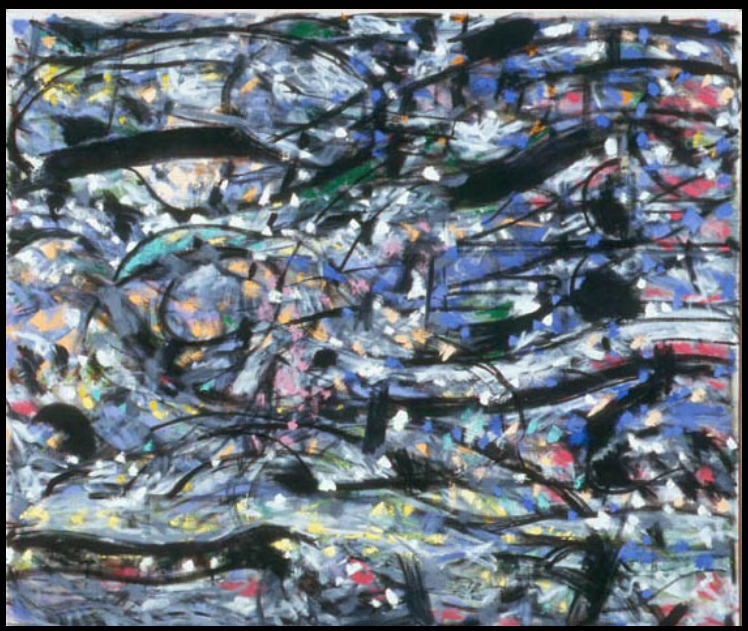


Chuck Close

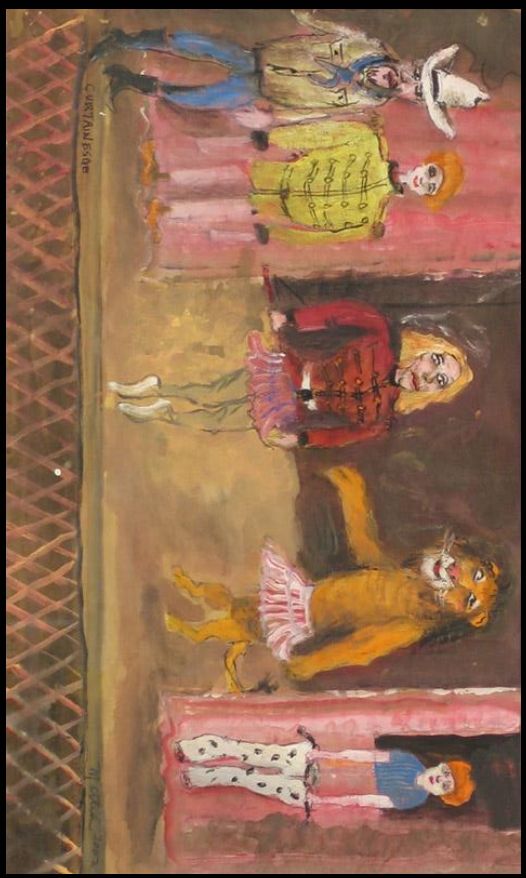
George Tsutakawa

Imogen Cunningham

Robert C. Jones



James Martn

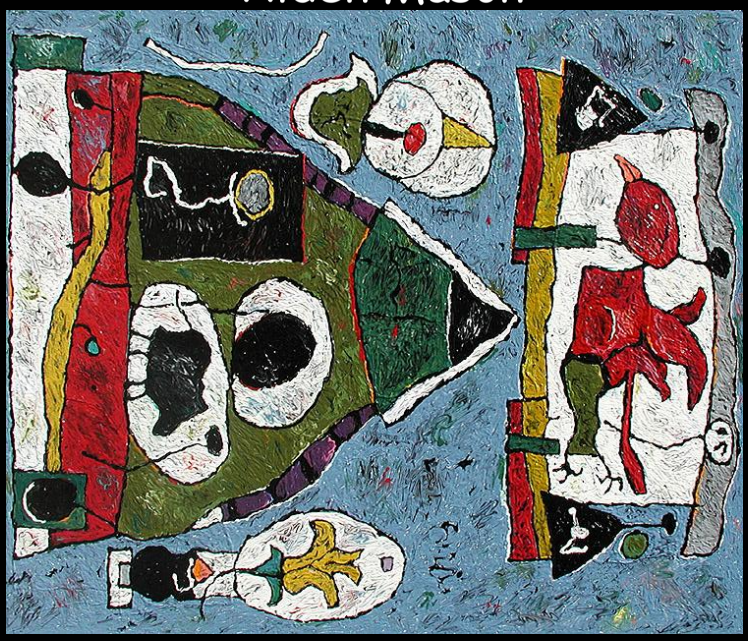


Joe Max Emminger

Fay Jones

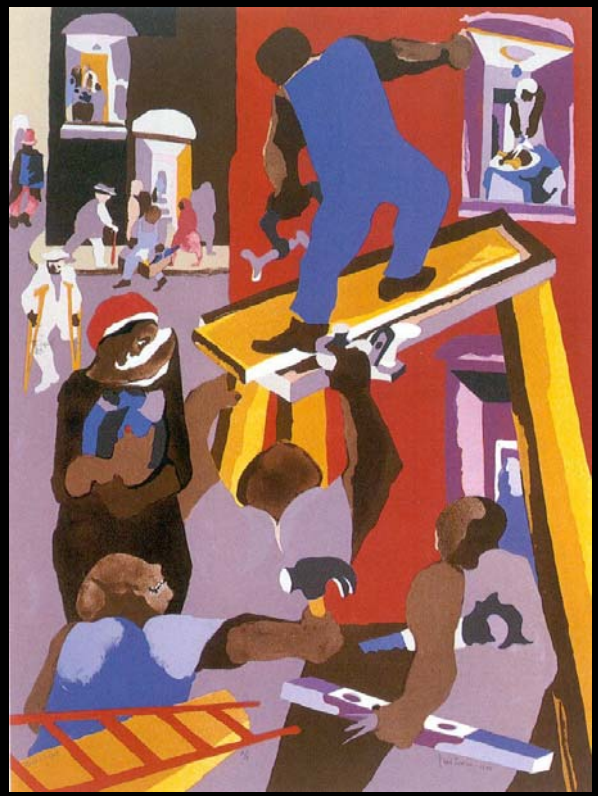
Art Wolfe

Alden Mason



Stephen McClelland

Karen Ganz



Jacob Lawrence

www.cs.washington.edu/building/art/

Spadework

- You need to have a compact story
  - So that people know what they can expect from you
  - So that people know what they *can't* expect from you
- You *need to execute* on that story!
  - "If it was just hot air, we'd still be in Sieg Hall"
- You need to *communicate* the story

Our story

- CSE is a field that's more important than any other
- We're a top-10 research program
- We provide an education that's as good as any in the nation, for Washington's top students
- We have a record of entrepreneurial success that goes back more than 25 years
- We make all this pay off for Washington

Executing on the story

- "Being the president of a university is a lot like being the caretaker of a cemetery: You have a lot of people under you, but none of them seem to be listening."

  William R. Brody, President
  Johns Hopkins University

- As chair, how can you improve teaching performance?
  - Support the introduction of "capstone design courses" through teaching assignments, funding, and recognition
  - Nominate faculty for the university-level Distinguished Teaching Award
  - Convince the student group to introduce a departmental teaching award

- Distribute quarterly histograms of student course evaluations to all instructors
- Follow up with personal kudos to high performers, and suggestions to consistent low performers
- Insist on honest, thorough, and constructive peer evaluations of teaching
- Actively support students in seeking employment and in transitioning to graduate school
- …

Communication

- Professionally designed web pages (home page and next level only!)
  - Identify audiences!

- Focus on obtaining and publicizing media coverage and faculty/student accomplishments

University of Washington
Computer Science & Engineering

Latest News

CSE Home | About Us | Search | Contact Info

News/Events:
- News Archive
- Televised/Webcast Talks
- Capstone Course Videos

Information for:
- Alumni
- Prospective students
- Industry
- Public/Press

General:
- Department Overview
- Fact Sheet (pdf)
- 2002 Legislative Update (pdf)
- CSE Building Project
- Education and High Tech (pdf)
- UW CSE: At the Center of Change
- Workforce Issues
- Impact of a Research University

- *Seattle PI* profiles UW CSE alumnus Jeremy Jaech (6/18/04)
- *Seattle Times* on the job market for CSE grads (6/13/04)
- Mike Swift wins ACM Graduate Student Research Competition (6/5/04)
- Lazowska elected Fellow of American Academy of Arts & Sciences (*UW Daily*) (6/4/04)
- *Seattle PI* profiles UW CSE undergraduate Ahror Rahmedov (5/31/04)
- UW CSE search innovations highlighted in *Seattle Weekly* (5/26/04)
- "Sign of caring: Ladner learns parents' language, contributes to their community" (*University Week*) (5/20/04)
- "The Superwoman of Supercomputing" (*Business Week*) (5/18/04)
- "Despite challenges, UW remains an R&D gem" (*Puget Sound Business Journal*) (5/7/04)
- "Search engine tackles tricky lists" (*New Scientist*) (5/7/04)
- "Computer Animation: UW's interdisciplinary program is a major draw" (*Northwest Science & Technology*) (5/1/04)
- Lazowska named Fellow of American Academy of Arts & Sciences (4/30/04)
- WebCrawler celebrates its 10th birthday! (4/20/04)
- UW team wins national Venture Capital Investment Competition (4/17/04)
- "Thoughts for a university president" (*Seattle PI*) (4/15/04)
- UW releases NSF-sponsored *Fluency with Information Technology* online course (3/30/04)
- CSE undergraduates Eliana Hechter, Jon Su win 2004 Goldwater Scholarships (3/25/04)
- "RFID Keeps Track of Seniors" (*Wired*) (3/19/04)
- "RFID chips watch Grandma brush teeth" (*New Scientist*) (3/17/04)
- "UW developing AI caretakers that could assist the elderly and disabled" (3/12/04)
- CSE "spyware" research in *New Scientist* (3/4/04)
- Gribble, Wetherall win CSE's 11th and 12th Sloan Research Fellowships (2/17/04)
- CSE's Emer Dooley coaches UW team to victory in Venture Capital Investment Competition (2/10/03)
- "Gift of Tektronix test equipment gives UW students a jump on the competition" (1/23/04)
- UW CSE and Allen Center featured in *Washington CEO* (pdf) (12/31/03)
- Allen Center featured in *Seattle Times* annual tech wrapup (12/29/03)
- AnHai Doan Wins 2003 ACM Doctoral Dissertation Award (12/19/03)

Internet

University of Washington
Computer Science & Engineering

UW CSE News

- **Spotlight: News in brief**-- Current/major items, news and otherwise
- **Capstone Course videos** -- Videos featuring our undergraduate educational initiatives
- **Department "fact sheet"** -- Printable department overview (pdf; requires Adobe Acrobat Reader)
- **Current "department overview"** -- a current snapshot (pdf)
- ***Most Significant Bits*** -- latest issue of our department newsletter (pdf)
- **Education and high tech** -- *Seattle Times* op-ed (pdf)
- **UW CSE: At the Center of Change** -- Education, research, entrepreneurship, outreach, excellence
- **Graduate program poster** -- Faculty and research overview (pdf)
- **The Paul G. Allen Center** -- Information regarding CSE's new building

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- *Seattle PI* profiles UW CSE alumnus Jeremy Jaech (June 2004)

  "Jeremy Jaech -- one of the most accomplished technology entrepreneurs in Seattle -- is taking a chance with another startup company. The co-founder of Aldus and Visio has formed a new venture called The Graw Group that reunites top executives and venture capitalists from Visio, a graphics software company that was sold to Microsoft for $1.3 billion in 2000. Jaech -- who grew up in Richland and received degrees in math and computer science from the University of Washington ..."

- *Seattle Times* on the job market for CSE grads (June 2004)

  "Computer science is at the core of all organizations these days You can't run a business, you can't do research and you can't run governments without appropriate computing support ... 'We're educating the future designers and leaders in the computer industry,' Notkin says."

- Mike Swift wins ACM Graduate Student Research Competition (June 2004)

  At the ACM Awards Banquet in New York on June 5 2004, UW CSE graduate student Mike Swift was announced as the winner of the ACM Graduate Student Research Competition. Mike's paper "Improving the Reliability of Commodity Operating Systems," describing work supervised by UW CSE faculty members Brian Bershad and Hank Levy, was forwarded by ACM SIGOPS as the best student paper at the 2003 ACM Symposium on Operating Systems Principles.

  Mike Swift & Hank Levy

  Also at the ACM Awards Banquet, 2002 UW CSE Ph.D. alumnus AnHai Doan -- now an Assistant Professor of Computer Science at the University of

Done | Internet

- Improved newsletter (sent to all constituents, not just alumni)

most significant bits
newsletter of uw computer science & engineering
volume 14, number 2, autumn 2003
university of washington

msb

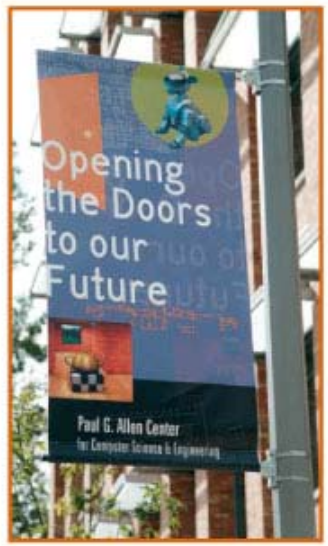
special issue

Dedication of the Paul G. Allen Center for Computer Science & Engineering

October 8 and 9 were momentous days for CSE as we dedicated our extraordinary new home and welcomed visitors. Dollar by dollar and brick by brick, the Allen Center was built through the generous support and dedicated work of so many. Tom Alberg and Jeremy Jaech, campaign co-chairs, helped galvanize private funding. Lead donors Paul G. Allen, the Bill & Melinda Gates Foundation, and Microsoft Corporation were key to ensuring the doors would open. More than 250 donors (see pages 5–6) affirmed strong community support for CSE's mission and goals. Our thanks to all. Faculty, staff, and students are thrilled with the facility. Education and research are in full swing in our terrific laboratories. The future is exciting. Come visit soon!

David Notkin, Chair

Allen Center Wins Rave Reviews at Dedication



The doors officially opened on October 9, the visitors streamed in, their eyes widened, and many exclaimed "Wow!" No words of praise meant more, however, than the one from Paul G. Allen — "Stunning!"

Clearly the building design had achieved its goals — a great facility where people can do great work. Allen said it all in responding to a question about his impression of the Center. "I'm proud to have supported this beautiful and unique facility, but what really sets UW's computer science program apart are the people — the faculty and the students. ... at the end of the day it's the excitement, intelligence, and innovation of the men and women in this organization that make it what it is. The faculty here is unparalled, and the undergrad and graduate students are dedicated and inspiring."

Hank Levy, faculty coordinator of Allen Center design and construction; Paul Allen; David Notkin, CSE chair; and Ed Lazowska, past CSE chair and faculty leader for the Allen Center campaign

- Two-page "overview" that tells the whole story in snapshot form

An Overview of

University of Washington

Computer Science & Engineering

Undergraduate Education

- Ranked among the top ten undergraduate programs in the nation by *US News*
- Won four *UW Distinguished Teaching Awards* in the past ten years
- Won the first *UW Brotman Award for Instructional Excellence*
- In 2004, student recognition included our third *Arts & Sciences Dean's Medalist* in a row, two *Goldwater Scholars*, and a *Rhodes Scholar* finalist (one of 4 in the past 5 years, including 2001 Rhodes recipient Emma Brunskill)
- Fifteen students recognized in the past 5 years in the *Computing Research Association Outstanding Undergraduate Award* competition – winners, runners-up, finalists, and honorable mention recipients
- In recent years, UW has been *the nation's #1 supplier* of new college graduates to Microsoft, the #1 supplier among its focus schools to Intel, the #2 supplier to IBM, and the major supplier to many outstanding regional technology firms
- Extensive involvement of undergraduates in research and in industrial co-ops/internships
- Hallmark *Capstone Design Courses* in fields such as embedded systems, digital animation, internet systems, videogames, digital systems, VLSI, computer telephony, and more

Graduate Education

- Ranked among the top ten graduate programs in the nation by *US News* and the *National Research Council* – for Computer Science, for Computer Engineering, and for all three Computer Science specialties ranked by *US News* (Artificial Intelligence, Systems, and Theory)
- In a recent *National Doctoral Program Survey* funded by the Sloan Foundation – a survey of students regarding departmental adherence to "best practices" in graduate education – rated #1 among all Computer Science graduate programs in the nation, #1 among all Computer Engineering programs, and *#1 among all programs in engineering*
- Won the second *UW Distinguished Graduate Mentor Award*
- In 2004, UW CSE Ph.D. AnHai Doan received the *ACM Distinguished Dissertation Award*. (In 2003, UW CSE faculty member Venkat Guruswami received the award for his MIT dissertation. In 2001, two of the three students recognized in the competition were UW CSE Ph.D.s – William Chan and Mike Ernst.)
- Ph.D. student Steve Wolfman received the 2002 *UW Excellence in Teaching Award* (for graduate teaching assistants)

Former UW CSE department chair Ed Lazowska spent 2001-02 on sabbatical at UC San Diego, where there are *six* UW CSE alums on the Computer Science & Engineering faculty! L-R: Stefan Savage, UW CSE Ph.D. 2002; Bill Griswold, UW CSE Ph.D. 1991; Fran Berman, UW CSE Ph.D. 1979; Ed Lazowska; Geoff Voelker, UW CSE Ph.D. 2000; Dean Tullsen, UW CSE Ph.D. 1996; Brad Calder, UW CSE B.S. 1991.

and Innovation

ernet and modern Integrated Circuit design to the Pacific Northwest
companies such as DECwest Engineering, Tera/Cray, Intel Research
unded companies such as Aldus, Visio, IC Designs, Digital Research, Dialogic
zen new companies founded in recent years – strong ties to the region's
community (Impinj – http://www.impinj.com – is an
ple of a recent startup closely tied to our computer
ivities)
gies transferred to existing companies – WebCrawler (the first full-text web
MetaCrawler (the first web meta-search engine), Simultaneous
(commercialized by Intel as HyperThreading), and others

ign and implementation of Washington's award-
Educational Telecommunications Network
12 and community colleges has been recognized with the *UW Outstanding*
Award and with the Seattle Alliance for Education's *A+ Partnership Award*
g efforts have been recognized *twice* with the national *R1edu Award*

Center for Computer Science & Engineering

utumn 2003
ratory space, and more than double our total space
a recently-completed building for UW's Electrical Engineering Department
project:
from the Legislature
from UW
- $42 million from private sources
  - $14 million from Paul G. Allen
  - $7.2 million from Microsoft Corporation
  - $6.5 million from Bill & Melinda Gates
  - $15 million from more than 250 other friends and alumni in the region's software and venture communities

The Paul G. Allen Center for Computer Science & Engineering
Dedicated Autumn 2003

The *Campaign for CSE*

- Continues with a goal of $20 million for endowments – "the people part"

Further Information

- Department home: http://www.cs.washington.edu/
- Department news: http://www.cs.washington.edu/news/
- Department capstone design course videos: http://www.cs.washington.edu/videos/
- The Paul G. Allen Center: http://www.cs.washington.edu/building/
- The *Campaign for CSE*: http://www.cs.washington.edu/campaign/

- Intensive involvement with community organizations:
  - Washington Software Alliance
  - Washington Technology Alliance
  - American Electronics Association
  - Venture community
  - Legislature
  - Regents
  - Federal affairs representative

The campaign

- 2.5 years: September 2000 – June 2003
- $42M
  - 10 gifts of $1M or more
  - ~100 gifts of $25K or more
  - >250 gifts in all
- >50% of my personal time
- Professional development staff varying from 0 to 4 FTE
- Two external co-chairs

The bad news

- No time for extensive cultivation
- Couldn't wait for people to die
- Tech downturn (Q4 2000)
- Dismal story of a recent state-funded EE project

The good news

- We had a compact story that we had been executing and communicating
  - Our graduates are fantastic and remain in the region
  - We had created a number of companies and transferred technologies to existing companies
- I was well connected personally to alumni, regional tech leaders, the regional venture community
- Tremendous support from key UW Regents

Lessons

- "If it was just hot air, we'd still be in Sieg Hall"
- It's not just philanthropy – there's a clear value proposition
- It takes *serious* faculty involvement
- Just "telling the story" is worthwhile
- It's incredibly rewarding (e.g., re-connecting with alums)

- Many prospects can make quick decisions
- But patience and persistence can pay off
- Momentum is everything (e.g., the venture community – bandwagon effect)
- You can't get big money from the community relations division of a company
- Deadlines help

- For endowments, need to dope out the specific interests of individuals
  - Undergraduate alumni
  - Entrepreneurs
  - Diversity
- Development professionals add a great deal
  - Strategy, execution, organization, events
  - Requires mutual respect and learning