



Opportunities and Challenges Profile for the Next President of Washington State University



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University Overview

MISSION: TRANSFORMING LIVES

Founded as the people's university in 1890, Washington State University fulfills that commitment by transforming lives through education, research, and community outreach. During 2015, the University is celebrating 125 years of delivering life-changing knowledge and discoveries to citizens across the state, region, nation, and around the world.

The state's only land-grant institution and one of two public research universities, WSU provides a world-class education to nearly 30,000 students through its multi-campus, statewide locations and online. The University strives to ensure that higher education is accessible at an affordable cost—a decades-long WSU commitment to the state's citizens.

The University offers more than 200 undergraduate fields of study and 127 graduate and professional degree programs. Many academic programs win recognition nationally for excellence.

WSU is one of just 108 public and private universities in the United States—out of more than 4,500—singled out for its “very high research activity” by the Carnegie Foundation for the Advancement of Teaching. The University's research agenda is focused on addressing



challenges in health, sustainability, smart systems, national security, and opportunity and equity.

WSU is a major driver of Washington's economy, partnering with many of the state's leading industries, including agribusiness, aerospace, health care, software, and construction. The University is responsible for nearly 20,600 jobs statewide and generates an overall economic impact of more than \$3.3 billion annually.

The institution's operating budget expenditures total nearly \$2 billion annually.

RECENT ACCOMPLISHMENTS: POISED FOR UNPRECEDENTED OPPORTUNITIES

Under the leadership of the late President Elson S. Floyd, Washington State University made significant progress toward its vision of becoming one of the nation's leading land-grant institutions. In fact, due to a series of watershed accomplishments in recent years, the University is poised to enter an era of unprecedented opportunities. Among the most notable milestones:

- » In September, the WSU community celebrated the completion of a \$1 billion fundraising campaign that was supported by 206,000 donors.
- » The 2015 fall semester statewide enrollment of nearly 30,000 students was a record. Students of color represented nearly 28 percent of the enrollment.
- » The University is in the early phases of establishing the second publicly funded medical school in Washington at its health sciences campus in Spokane. Creation of the new school, recently named the Elson S. Floyd College of Medicine, was approved by the legislature during its 2015 session. All of WSU's health sciences programs are now consolidated at the Spokane campus, including the colleges of nursing and pharmacy.
- » Annual research expenditures grew to more than \$335.9 million in 2015, placing WSU in the top 11 percent of public universities nationally for research funding.
- » The University completed 30 major construction projects from 2007 to 2015, including one of the world's most technologically advanced wine science centers at WSU Tri-Cities, the PACCAR Environmental Technology Building on the Pullman campus, and the Pharmaceutical and Biomedical Sciences Building at WSU Spokane.
- » WSU and the Massachusetts Institute of Technology were selected by the Federal Aviation Administration in 2013 to co-lead a new national Center of Excellence for Alternative Jet Fuels and the Environment.
- » The Paul G. Allen School for Global Animal Health opened in 2012 with anchor gifts from Microsoft co-founder Paul G. Allen and the Bill & Melinda Gates Foundation.

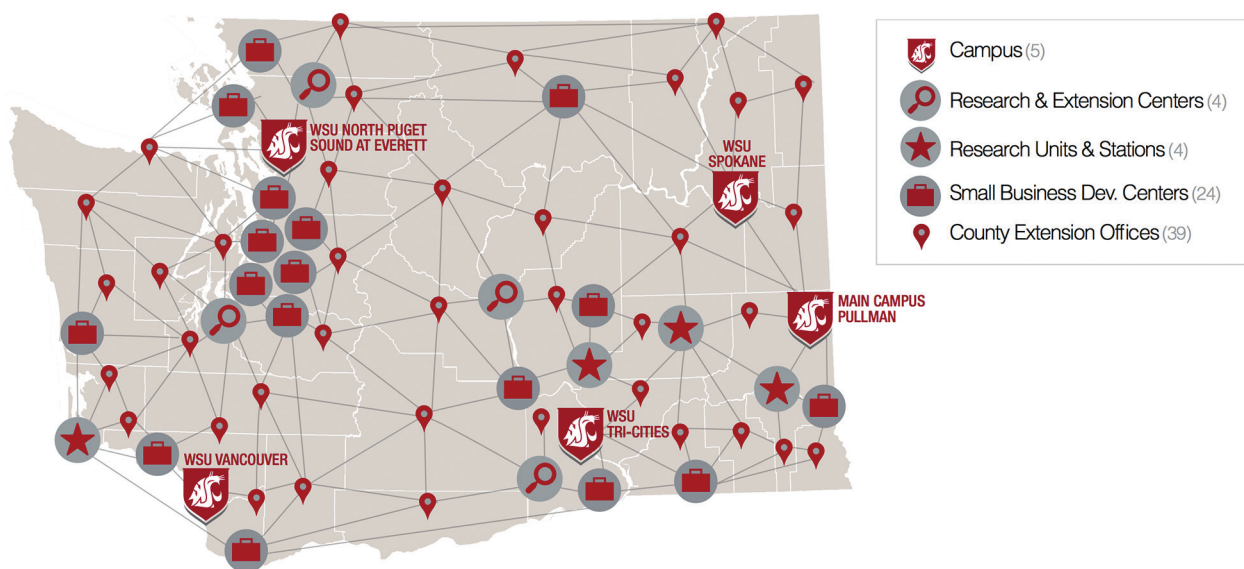
THE STATEWIDE SYSTEM: SERVING THE REGION'S NEEDS

Washington State University's statewide educational enterprise has expanded in recent years to meet the needs of Washington's growing economy and its increasing population.

The Pullman campus, founded in 1890, features world-class facilities for teaching, research, the arts, and Pacific-12 Conference athletics. The campus is located on more than 620 acres among the rolling hills of southeastern Washington in a geographic region known as the Palouse.

Three additional campuses, created in 1989, are located in Spokane, the Tri-Cities, and Vancouver. WSU North Puget Sound at Everett, established in 2014, currently is located on the campus of Everett Community College. The Global Campus, founded in 2012, offers degrees worldwide in an online environment.

WSU and Bellevue College officials signed a Memorandum of Understanding in spring 2015 in which the institutions mutually agreed to continue a conversation about partnering to create WSU-Bellevue



College, an open-access institution offering both two- and four-year degrees. The partnership would operate from the Bellevue College campus, located on the east side of Lake Washington, near Seattle.

In addition, the University serves citizens statewide through a network of extension offices (one in each county), research and extension centers, and small business development centers.

WSU includes 11 colleges and the Graduate School:

- » Agricultural, Human, and Natural Resource Sciences
- » Arts and Sciences
- » Carson College of Business
- » Edward R. Murrow College of Communication
- » Education
- » Voiland College of Engineering and Architecture
- » Honors
- » Elson S. Floyd College of Medicine
- » Nursing
- » Pharmacy
- » Veterinary Medicine

WSU has successfully recruited an increasingly diverse and accomplished faculty in recent years. Eight professors are members of National Academies and several are Fulbright Fellows. Many others have received national and international honors in their fields or been listed among the most cited researchers in the world. The University prides itself on faculty who are highly accessible to students—evidenced by a student-to-faculty ratio of about 15 to 1.

Enrollment, Fall 2015

Pullman	20,043
Spokane	1,482
Tri-Cities	1,593
Vancouver	3,305
Global Campus	3,113
WSU North Puget Sound at Everett	150

RESEARCH PORTFOLIO: ADDRESSING GRAND CHALLENGES

Washington State University's expanding research portfolio applies the institution's expertise in fundamental and applied science, the humanities, and social sciences to address major issues affecting the state, nation, and world. Among the areas of prioritized interdisciplinary research focus: the health of humans and animals, the security and abundance of the food supply, and the sustainability of sources of energy for future generations.

In 2013, research and public service expenditures totaled \$395 million. Among the top federal sponsors of WSU research during the 2014 fiscal year: the Department of Agriculture—\$36.2 million, the Department of Health and Human Services—\$22.5 million, the National Science Foundation—\$18 million, and the Department of Energy—\$17.3 million. The University also enjoys research collaborations with several Washington commodity commissions, including the Washington Grain Commission, Washington Tree Fruit Research Commission, and the Washington State Wine Commission.

With the recent creation of the Elson S. Floyd College of Medicine, WSU became one of just 13 institutions in the nation with colleges of agriculture, medicine, and veterinary medicine. The distinction positions the University to undertake research in emerging fields vital to the well-being and economic prosperity of the region and beyond.

WSU prioritized its research agenda in fall 2015 to focus on five Grand Challenges:

- » Sustaining Health: The Uncompromising Pursuit of Healthier People and Communities
- » Sustainable Resources for Society: Food, Energy, and Water
- » Advancing Opportunity and Equity: The Land-grant Mission in Today's World
- » Improving Quality of Life through Smart Systems
- » Fundamental Research in Support of National Security

Please see the [Washington State University research website](#) for more details.

ECONOMIC IMPACT: FUELING THE STATE'S ECONOMY

Washington State University provides enormous economic benefits to the state of Washington and plays a broad-reaching and supportive role throughout the statewide economy.

The innovative research conducted by University faculty and the new ideas and skills WSU graduates bring to the workplace influence business, industry, education, the health sciences, government, and other sectors of society—not only in the state—but around the globe. That orientation is consistent with the way WSU has aligned its resources to help meet needs since the University's founding 125 years ago.

Among the benefits:

- » WSU's research and partnerships boost the state's food and agriculture industry, particularly tree fruit, grains, dairy, and wine and grapes.
- » The Paul G. Allen School for Global Animal Health is a world leader in studying infectious diseases affecting animal and human health.
- » WSU research in energy transmission, alternative building materials, and biofuels informs global energy use and keeps Washington's aviation and advanced manufacturing sectors competitive.

An independent economic impact study completed in 2014 showed that the University was responsible for about 20,600 jobs in the state of Washington. The economic impact of all of WSU's activities totaled nearly \$3.4 billion in 2013.

From 2011 to 2013, WSU generated more than \$600 million in cumulative research expenditures,

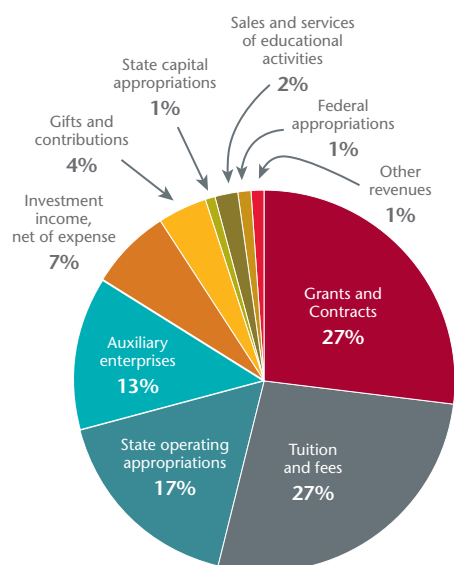
13 startups, and 191 cumulative invention disclosures. In 2013, the University filed 83 new patent applications and had 14 U.S. patents issued.

Nearly two-thirds of WSU's 196,000 living alumni live and work in Washington, contributing on an ongoing basis to the health of the state's economy.

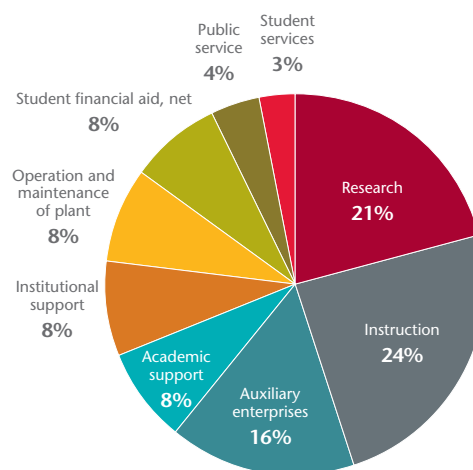
Budget

Annual operating budget	\$1.8 billion (2013-15 biennium)
Annual capital budget	\$273.2 million (2013-15 biennium)
Endowment value	\$868.6 million (WSU Foundation: \$405 million; land-grant revenue: \$463.6 million, June 30, 2015)
Research and public service expenditures	\$395 million (FY 2013)
Sponsored program expenditures	\$196 million (FY 2014)

Revenues All Sources, FY 2014



Operating Expenditures, FY 2014



For more information, please see the [WSU Economic Impact Report](#).

ACADEMICS: PREPARING STUDENTS FOR LIFE SUCCESS

Washington State University provides a supportive learning community for its students focused on preparing them for career success and a future as global citizens motivated to contribute to the common good. The curriculum requires completion of University Common Requirements (UCORE) courses that build skills in seven key areas of development: critical and creative thinking, quantitative reasoning, scientific literacy, information literacy, communication, diversity, and integration of learning. WSU faculty have a well-deserved reputation for their commitment to the

success of students, which is frequently demonstrated by being accessible outside of classroom hours.

The Academic Success and Career Center (ASCC) helps students create short- and long-term plans leading to educational and career success and graduates prepared to succeed in a complex, global, diverse world. Counselors engage students in critical thinking about coursework and career development. Students are encouraged to gain experiential learning through internships, community service, and study abroad.

STUDENT LIFE: ENRICHING CAMPUS EXPERIENCES

Washington State University places a high priority on providing enriching experiences to students outside the classroom. Through the Center for Student Involvement, the University offers more than 300 student clubs and organizations focused on a broad range of interests, including student government, music, communication and publications, performing arts, nationality and diversity, academics, and religion and faith.

More than 75 club and intramural sports, plus an award-winning Student Recreation Center on the Pullman campus, provide a variety of recreational opportunities. About 20 percent of the Pullman student body participates in the more than 50 chapters of national sororities and fraternities active on campus. Each campus tailors its student services and extracurricular activities and programs to the needs and interests of its students.

The University also has made significant investments in facilities designed to enhance the overall educational

experience of students. Among the most notable facilities completed statewide in recent years: two new residence halls and major renovations to several existing halls on the Pullman campus to add amenities and community space; the Pharmaceutical and Biomedical Sciences building, the centerpiece of the health sciences enterprise at the Spokane campus; and the Engineering and Computer Science Building at WSU Vancouver, built to serve southwest Washington's growing need for proficient graduates in those fields.

Several important new facilities currently are under construction. On the Pullman campus, a new multicultural center is scheduled to open in December 2016. At WSU Tri-Cities, a student union building is projected for completion in May 2017. Additional projects, including construction of a digital classroom building and a plant sciences building on the Pullman campus, are in the planning stages.

ATHLETICS: SPARKING STATEWIDE PRIDE

Intercollegiate athletics plays an important role at WSU, and “Cougar Pride” is evident throughout the state of Washington. More than 500 student athletes compete at the NCAA Division I level as members of the Pac-12 Conference, nicknamed the “Conference of Champions.” Eight of the twelve conference schools are members of the Association of American Universities (AAU) and all of the institutions are highly ranked by various groups, including the Academic Ranking of World Universities (ARWU) and the Times Higher Education World University Rankings (Times).

WSU fields teams in seven men’s and ten women’s sports:

- » Football
- » Baseball
- » Men’s and women’s basketball
- » Men’s and women’s outdoor and indoor track and field
- » Men’s and women’s cross country
- » Men’s and women’s golf
- » Women’s soccer, volleyball, tennis, crew, and swimming

FUNDRAISING: SURPASSING A \$1 BILLION GOAL

The University’s most ambitious fundraising effort ever eclipsed its \$1 billion goal and realized its most successful year of fundraising in 2015. More than 206,000 donors helped The Campaign for Washington State University: Because the World Needs Big Ideas surpass its goal six months ahead of schedule on its way to reaching nearly \$1.1 billion in total private support. WSU donors committed more than \$166 million during fiscal year 2015.

The five largest commitments in WSU history were made during the campaign, including gifts of \$26 million and \$25 million from Paul G. Allen and the Bill & Melinda Gates Foundation, respectively, to support international research, teaching, and outreach

and to fund construction of WSU’s Center for Global Animal Health. Washington’s tree fruit industry made commitments totaling more than \$32 million to endow several new faculty positions and create endowments to accelerate tree fruit research activities and industry outreach at WSU.

Support for students and access to higher education was a top campaign priority, with more than \$154 million raised for endowed and current-use scholarships and graduate fellowships. Nearly \$171 million was designated to create 645 new endowments, including 444 new endowed scholarships and graduate fellowships.

STATE SUPPORT: MAKING TUITION MORE AFFORDABLE

After years of declining state support for higher education, the state legislature reversed course during its most recent session and cut four-year college tuition costs by 15-20 percent by 2016—making Washington the only state in the nation to lower tuition for public universities and colleges next year. The decision came after years of lobbying by college leaders and students, who argued that the best form of financial aid was lower tuition.

Tuition, 2015-16	In state	Out of state
Undergraduate	\$10,916	\$24,500
Graduate	\$11,768	\$25,200

The President

ROLE OF THE PRESIDENT

The President is the Chief Executive Officer of the multi-campus Washington State University system and reports to a 10-member Board of Regents. As the University's leader, the President collaborates with a wide range of internal and external stakeholders to define the vision and set the direction for the institution. As the champion of its reputation, the President articulates the strategic goals and messages of the University in order to build broad support for and ownership of WSU's aspirations among its many constituents, including faculty, staff, students, alumni, the Board of Regents, the WSU Foundation, local communities, government, business and industry leaders statewide, the media, and the general public.

As head of an institution firmly rooted in the tenets of shared institutional governance, the President reinforces those principles by inviting and engaging the university community—particularly faculty, staff, and students—in important conversations affecting WSU's future. Recognizing that intellectual capital is the University's most valuable asset, the President champions issues that enhance the abilities of members of the WSU community to perform their duties at the highest levels.



As an institution that enjoys a long tradition of executives who welcome and seek out opportunities to engage with WSU students, the President must continue this precedent, interacting with and seeking input from the next generation of leaders. As the “role model in chief,” the President also is uniquely empowered to encourage the personal growth of students.

The President directs an executive leadership team that includes:

- » Executive Vice President and Provost
- » Vice President for Development and CEO of the WSU Foundation
- » Vice President for External Affairs and Government Relations
- » Vice President for Finance and Administration
- » Vice President for Information Technology and Chief Information Officer
- » Vice President for International Programs
- » Vice President for Research
- » Vice President for Student Affairs and Dean of Students
- » Vice President for the Global Campus
- » Associate Vice President/Chief Budget Officer
- » Director of Intercollegiate Athletics
- » Director of Internal Audit
- » Chancellor, WSU Spokane
- » Chancellor, WSU Tri-Cities
- » Chancellor, WSU Vancouver
- » Dean of WSU North Puget Sound at Everett and Everett University Center

The President is responsible for the development of a comprehensive and responsible budget focused on advancing the institution's strategic goals and priorities. He or she is also responsible for overseeing both human and financial resources in a manner that ensures accountability and transparency. The President oversees a \$1.8 billion operating budget and a \$273 million capital budget, a growing endowment of more than \$868 million, and research expenditures of more than \$375 million annually.

OPPORTUNITIES AND CHALLENGES

The next President will be called upon to guide and execute several key initiatives that are in motion at Washington State University, shepherding them to success and continuing the institution's trajectory toward greater excellence. Simultaneously, the President must also be a visionary who can identify new opportunities and lead efforts to fulfill the University's goal of becoming one of the nation's pre-eminent land-grant institutions. The President must be an inspirational leader who can cultivate other leaders and build a team that will work collaboratively across the University's statewide campuses. He or she must be a vocal advocate of WSU and the myriad ways it serves

the state of Washington, educating and supporting its citizens and growing the economy. The University is well positioned for the future, but the President must be prepared to understand, assess, and lead the institution as it addresses several opportunities and challenges moving forward, including:

Advancing WSU's Position as Washington State's University and an Engine of the State's Economy

The future of the state of Washington is both inextricably linked to and dependent upon the future

of Washington State University. The next president will lead system-wide efforts to create innovative partnerships, maintain and develop existing and new academic programs, and support research that meets the demands of the state's economy and continues to ensure WSU's place as a center of innovation, discovery, and creativity.

The President is also a public and influential leader in the state of Washington as WSU strives to support the aspirations of the state. The President is expected to work closely with policy leaders in the state legislature as well as with Washington's congressional delegation, local government officials, and corporate and industry leaders to advance the state and the University's interests.

The President will work with legislative and gubernatorial leadership to obtain fiscal resources while ensuring trust in WSU's ability to educate current and future citizens and provide support for Washington's economic and cultural well being. The President will also maintain and enhance a strong working relationship with other higher education leaders in the state and serve as a key voice on issues of importance at both the state and federal levels. The President also will work with the university community and the state legislature to improve affordability and accessibility to higher education. He or she must understand the changing demographics of the state and the nation and evolve programs, policies, and services to support the needs of students.

Accelerating WSU's Trajectory Toward National Prominence as a Leader in Helping Solve the World's Problems and Creating a Promising Future

In recent years, WSU has made tremendous strides toward achieving national and international recognition as a research powerhouse while aspiring to the standards of excellence demonstrated by universities that are members of the American Association of Universities (AAU). The University has recruited and retained an excellent faculty, made strategic

investments and difficult decisions about academic priorities, built interdisciplinary collaborations across academic units, and expanded its academic offerings statewide.

To further enhance its reputation and to accelerate its AAU aspirations, WSU must strengthen its already impressive efforts to attract and retain exceptional faculty, achieve more external recognition for its most prominent faculty, and continue improving the quality of its undergraduate, professional, and graduate programs. The recent unveiling of WSU's Grand Challenges further refines the University's strengths and provides five key areas for investment and focus.

Working closely with the leadership team, faculty, staff, and students, the President will need to develop specific objectives, including identification of research programs, disciplines, and a number of academic programs that can achieve national and international prominence. By setting priorities, clearly defining goals, and inspiring confidence, the President will lead the academic enterprise toward those objectives. The President will also need to ensure the commitment of the leadership team to provide the resources needed for faculty to excel in scholarship and teaching, and to make certain that WSU maintains a steady focus on providing students with a superb educational experience.

Sustaining Efforts to Increase Access to Higher Education in the State, and Ensuring the Academic Success and Personal Growth of WSU Students

Washington State University seeks to solidify its position as the state's university by providing improved access to higher education, particularly for first generation college students and students of color. The state of Washington is ranked among the leading exporters of college-bound students nationally, a phenomenon driven in part by perceptions/realities that students can't access a quality college education in the state.

The WSU community consists of a bright, talented student body whose members often work side-by-side with faculty to address societal needs. The President must continue to enrich the institution's commitment to its students, demonstrating unwavering support for their academic success, as well as their overall well-being.

The University's leader resides on the Pullman campus, emblematic of a longstanding WSU tradition in which top administrators are accessible to students and committed to conversing with them about issues of importance.

Integrating the Talents and Energies of the Greek System More Fully Into the Life of the University

Since 1906, fraternities and sororities have played an integral role at the WSU campus in Pullman, enriching campus life, hosting community service events, and raising money for local and national charities. Today, that legacy continues. Greek life has flourished during the past 10 years, and currently more than 4,000 students participate in the 50-plus Greek chapters active on campus. Fraternity and sorority members contribute more hours of community service than any other student organization, and members serve in leadership roles throughout the University. Greek membership is a contributing factor in the recruitment, retention, and graduation of WSU students.

The next president, working with Greek and community leaders, must explore opportunities to create new synergies and partnerships that will strengthen the bonds between the University and its fraternities and sororities. The leadership, talent, and community-mindedness represented by the Greek system can play a vital role in enriching the daily fabric of campus life in Pullman.

Transforming WSU Into a System of Campuses Working Together Seamlessly to Accomplish the University's Objectives

The Washington State University system was carefully and uniquely designed to create a single university with multiple campuses. The administrative homes of most colleges are the Pullman campus; the health sciences colleges are based at WSU Health Sciences Spokane. Faculty are distributed across all campuses and academic programs are offered at each location. With the exception of Pullman, a chancellor leads each campus.

In recent years, the newer campuses have increased enrollments and expanded program offerings. Now, WSU is considering ways to further extend the University to provide better access to higher education to the state's citizens. The multi-campus system presents an incredible opportunity to respond to demographic and workforce changes, and the needs of nontraditional students across the state. It also presents an opportunity to apply digital technology and the resources of the Global Campus to further leverage all of WSU's assets. However, as the campuses expand and establish specialized strengths and fulfill unique community needs, there may be a need to explore different structures and support systems. The next President, working with the Board of Regents as well as the University's leadership team, must identify a future pathway that allows each campus to function to its maximum effectiveness while still maintaining the efficiencies of a single university.

Although WSU has grown, the systems and structures that support it have not always kept pace. The next president must ensure that the University is able to operate seamlessly, effectively, and efficiently. He or she will need to prioritize enhancements to the financial, information technology, and student information systems and infrastructure. The President must also ensure that the appropriate governance structures, policies, and processes are in place to support the system and that the campus chancellors have the resources they need to succeed.

Inspiring, Leading, and Instilling “Cougar Pride” Across the University, the State of Washington, and Throughout the World

It is not enough for WSU to be great. It is equally important that state, national, and international leaders, including those in higher education, as well as the citizens of the state of Washington, understand and recognize WSU for its leadership and its contributions to society. “Cougar Pride” is a strong and palpable sentiment across the state of Washington. It extends beyond the current students, staff, and faculty to alumni, parents, members of the community, and friends of the University. It manifests itself not only at athletic events, but also in nearly every aspect of life in the state as WSU alumni and friends support each other and celebrate the University’s accomplishments.

However, beyond the state, and to some extent, the western part of the United States, awareness of WSU’s accomplishments and mission is under recognized. The next President must continue to raise public understanding of and support for the University’s contributions. The President must deliver the message that WSU provides a high-quality education, that it promotes research that contributes to making the world a better place, that it cares deeply about the future of the state and its citizens, and that it embraces partnerships with public and private entities to share its knowledge and expertise.

To accomplish this goal, the President must communicate effectively with public and civic bodies, including domestic and international business and professional leaders, the media, and opinion leaders. The President must also establish relationships with national higher education organizations, foundations, corporations, and business organizations that focus on education, and encourage members of the administration and the faculty to be active in their professional societies, on the University campuses, and in the state and nation. A tireless advocate for WSU is required to succeed in this quest.

Developing and Stewarding the Financial Resources to Fulfill WSU’s Aspirations

The next President must be fiscally ingenious. Like other public universities, Washington State University has had to rely increasingly on sources of funding beyond appropriations from the state of Washington. Sources of revenue for WSU include tuition, research grants and contracts, athletics, and philanthropy. The President must ensure that these dollars continue to flow, and he or she must seek innovative ways to create additional revenue. The University will also need to achieve substantial efficiencies to manage, and ideally reduce, the cost of education for students while enhancing excellence in all aspects of WSU’s mission. The President must also lead efforts to carefully steward resources and create ways to invest and reinvest in the University.

Although WSU recently completed its \$1 billion campaign, the next President must continue to focus on philanthropy. He or she will work closely with the Board of Regents and the WSU Foundation in the execution of future philanthropic campaigns, engaging major donors personally, creating a culture of philanthropy, and growing the development program. The President must develop plans for continued advancement for the future and ensure that WSU’s fundraising efforts are competitive with the finest development programs in the country.

Leading and Managing a Complex and Dynamic Organization

Washington State University is a large, complex land-grant institution. The University is particularly complex when compared with many other public research institutions due to the combination of multiple geographical locations and campuses, a new medical school, a research infrastructure that is heavily supported by external funding, the Global Campus, the relationship with state governmental leaders, an international presence, and the Pac-12 Conference. This requires the President to oversee an especially dynamic

and multidimensional administrative structure. This responsibility includes promoting a culture of innovation, responsiveness, and accountability for the leadership team that extends to all campuses.

The President must be a visionary leader, able to inspire others, and lead with grace and humility. WSU is fortunate to have a strong and vibrant system of shared governance that includes the Board of Regents, the

Faculty Senate, several associated student associations, an administrative and professional staff advisory council, and the President's executive leadership team. The President must understand, appreciate, and know how to collaborate with these various organizations, individually and collectively, to ensure appropriate transparency and inclusion in decision making.

QUALITIES AND EXPERIENCE

The Search Committee understands that no single candidate will have all of the ideal qualifications, but Washington State University seeks a President with the following essential qualifications and strengths:

- » The successful candidate will have an earned doctorate, equivalent terminal degree, or equivalent combination of education and experience.
- » Excellence in academic and administrative leadership at the level of president, provost, and/or other senior administrative position of a major university, or an equivalent organization, such as a high-level leadership position in government or business, with a track record of success in a large, complex research environment.
- » A profound commitment to the land-grant mission and the desire, fortitude, vision, and ability to define the role of and position WSU as a leading land-grant institution for the future.
- » A highly developed understanding of academic values and culture; demonstrated appreciation of and support for scholarly work and academic excellence; the desire and ability to provide intellectual leadership on campus and to play a significant role at the national level in shaping discussion on issues of importance to higher education, such as the expanding role and impact of technology in the academy; and a commitment to the importance of undergraduate instruction and education.
- » Passion for students and the belief in the power of education to change lives.
- » An astute understanding of university finances, or their equivalent, and the relationships between academic priorities and budgeting, and the ability to marshal relevant information and data to inform decision making.
- » A commitment to diversity and inclusion; a personal commitment to and genuine conviction that diversity is essential to improve education, WSU, and our society; a leader who through individual action and institutional leadership will advance diversity of all types.
- » Demonstrated understanding of philanthropic fundraising including significant involvement in leading a comprehensive campaign; experience working with alumni or an organization's key stakeholders and the ability to engage them in the institution or organization.
- » A highly ethical, collegial, accessible, and consultative leader with a collaborative and transparent leadership style and unquestionable integrity; the ability and desire to maintain shared governance in planning and managing change, and to promote a sense of shared commitment to change.
- » Comprehension of and experience in balancing the complex needs of an intercollegiate athletics

program or an equivalent enterprise with the priorities linked to fulfilling an organization's teaching, research, and service missions.

- » Experience in and knowledge of national and global business, public policy, and cultural matters; a global and interdisciplinary thinker able to facilitate the potential for collaborative activities and partnerships across the nation and the world.
- » The ability to thrive in the public sector with well-developed political and diplomatic skills; adept at representing the institution's missions and goals with both the executive and legislative branches.
- » Experience working with boards and assisting them in utilizing their full potential to advance institutional or organizational goals.
- » Resilience and stamina for the task at hand; personal grace in dealing with a broad spectrum of personalities; the resolve to make the sometimes unpopular, but necessary, choices required as part of the job; and good humor in leading the day-to-day work of the University.

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: www.imsearch.com/5599. Electronic submission of materials is strongly encouraged.



*Recruiting exceptional leaders
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Washington State University is an affirmative action, equal opportunity employer. For more information about the University, please visit our website: wsu.edu.

Appendix— Washington State University Campuses

WASHINGTON STATE UNIVERSITY PULLMAN

The main campus, founded in 1890, features world-class facilities for teaching, research, the arts, and Pacific-12 Conference athletics. The campus is located on more than 620 acres among the rolling hills of southeastern Washington in a geographic region known as the Palouse.

Due to significant investments from the state as well as private and federal support, outstanding new campus facilities have been constructed and others upgraded significantly during the past decade. Major new facilities include the PACCAR Environmental Technology Building, the Paul G. Allen Center for Global Animal Health, the Biotechnology Life Sciences Facility, and the Veterinary and Biomedical Research Building.

Recent construction of three residence halls, a championship-level golf course, and a major addition to Martin Stadium, as well as construction of a football operations building, provide important amenities for the university community and contribute to Pullman's status as a destination campus.

Enrollment at the Pullman campus totaled 20,043 students for fall semester 2015—a record number. About 1,500 faculty, supported by 1,600 graduate



assistants and 2,900 administrators and staff, work on the campus.

Pullman is a dynamic center of higher education, research, and culture. Part of the Knowledge Corridor that connects WSU to the University of Idaho eight miles to the east, the city is 75 miles south of Spokane, Washington's second-largest city. Demographics Daily designated Pullman a "dreamtown," reflecting the city's exceptionally high quality of life. The city also boasts one of the highest percentages of graduate degrees among U.S. micropolitan areas, and its public school system has been ranked among the top 100 in the country. World-class outdoor recreation opportunities—including golfing, skiing, hiking, and boating—are just a short drive away.

WASHINGTON STATE UNIVERSITY SPOKANE

Located in the University District along the riverfront in downtown Spokane, WSU Spokane is the University's health sciences education and research campus.

The campus is home to the Elson S. Floyd College of Medicine, scheduled to welcome its charter class in August 2017. The University has relocated all of its health sciences disciplines and built new facilities on the campus in recent years. Among the new construction: an \$80 million Pharmaceutical and Biomedical Sciences Building and a \$34.6 million Nursing Building.

Nearly 1,500 undergraduate, professional, and graduate students pursue degrees at the 48-acre campus, which also houses programs offered by Eastern Washington University and is located just across the Spokane River from Gonzaga University.



WASHINGTON STATE UNIVERSITY TRI-CITIES

More than 1,500 students attend WSU at the 201-acre campus, located along the banks of the Columbia River in Richland, the heart of Washington's wine country. WSU Tri-Cities offers 19 bachelor's degrees, 10 master's degrees, and 10 doctoral degrees, with an emphasis on the STEM disciplines. The campus began admitting freshmen in 2007.

In June, the campus dedicated the new Ste. Michelle Wine Estates Wine Science Center. The teaching and research facility is considered one of the most technologically advanced wine science centers in the world. It is expected to become a magnet for collaboration among industry members, students, and researchers from around the globe.

Because of the campus's location next to world-renowned engineering firms, federal agencies, and a national laboratory, students interact with eminent



professors engaged in leading research and with community and industry leaders committed to providing internships and practical career experiences.

WASHINGTON STATE UNIVERSITY VANCOUVER

The only four-year university located in southwest Washington, WSU Vancouver is the second largest campus in the WSU system, enrolling 3,305 students. It provides access to baccalaureate-level and graduate education to benefit the people, communities, and economy of the region.

WSU Vancouver helps drive southwest Washington's economic growth through relationships with local businesses and industries, schools, and nonprofit organizations.

Students choose WSU Vancouver for its big-school resources offered in a small-school environment. State-of-the-art facilities support 22 bachelor's, 9 master's, and 8 doctoral degrees. Notable



programs include creative media and digital culture, environmental science, mechanical engineering, neuroscience, psychology, and public affairs.

WASHINGTON STATE UNIVERSITY NORTH PUGET SOUND AT EVERETT

WSU North Puget Sound at Everett is part of the Everett University Center, a WSU-managed consortium of seven universities offering more than 20 degree-completion programs on the Everett Community College campus. WSU NPSE offers upper-division courses leading to four high-demand bachelor's degrees: electrical and mechanical engineering, hospitality business management, and integrated communication.

In September, ground was broken at the future site of the Everett University Center, a four-story building to be constructed along the waterfront in downtown Everett. The 95,000-square-foot building is scheduled for completion in the spring 2017.

WSU North Puget Sound at Everett was established in 2014. About 150 students are currently enrolled in courses the University offers.

WASHINGTON STATE UNIVERSITY GLOBAL CAMPUS

More than 3,200 students across the country and around the world are pursuing a WSU education through the Global Campus, the University's online degree program. Students can choose from among nine bachelor's degrees, more than two dozen minors and certificates, and twelve master's degrees.

The same faculty who teach at WSU campuses statewide use cutting-edge technology to offer online students a rigorous and engaging educational experience. And the Global Campus offers virtual extra- and co-curricular activities such as online career fairs, live-streamed cultural events, and interactive faculty web presentations to build community.

