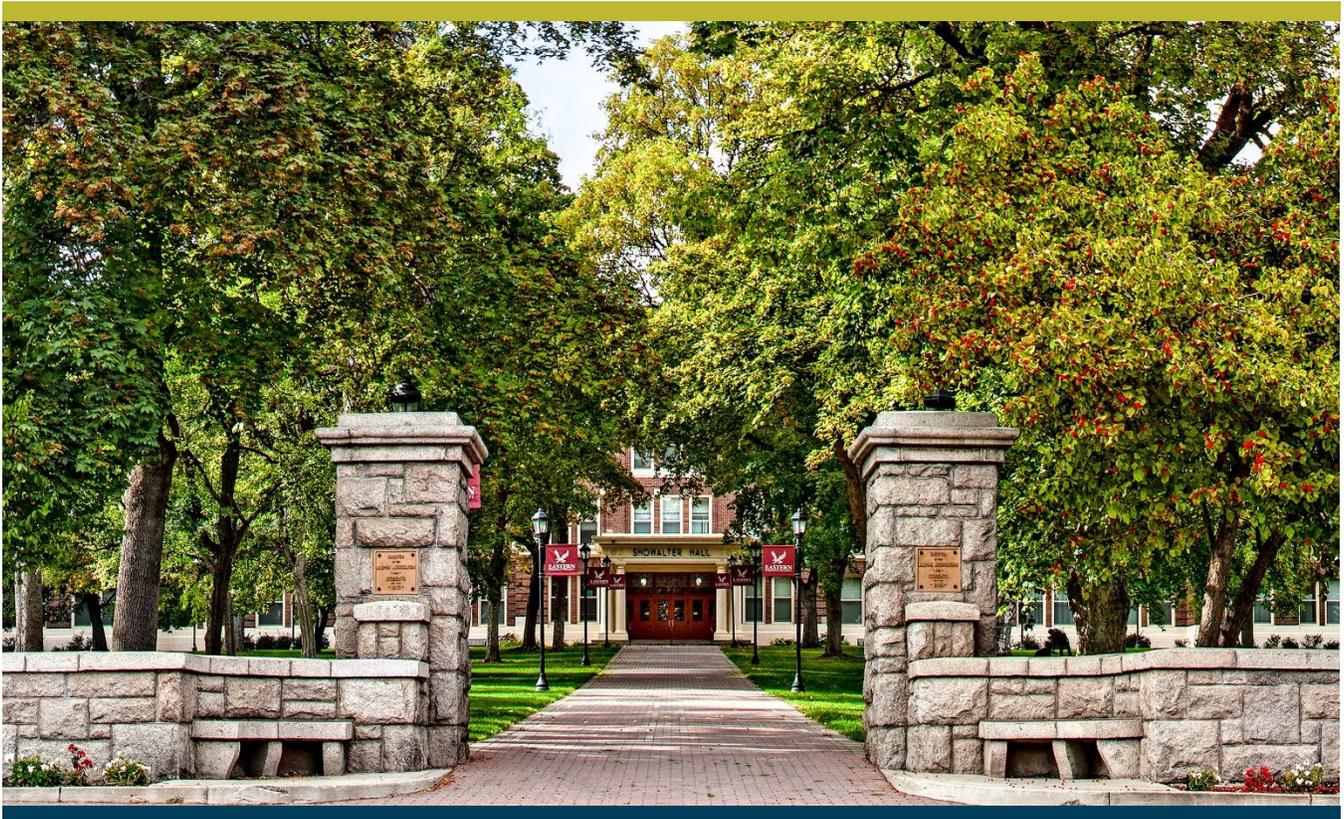




President

Leadership Profile

September 2021



WittKieffer

Executive Summary

Eastern Washington University (EWU or "Eastern") seeks an experienced and creative academic leader with a strong commitment to regional comprehensive public universities, an ability to motivate and inspire its students, faculty and staff and a desire to maximize the institution's full potential to serve as its next president.

Founded in 1882, Eastern Washington University is located in Cheney and Spokane, Washington, with programs offered throughout the state and online. EWU currently offers 150 areas of study in over 70 programs to more than 12,300 enrolled students. Its campus is a driving force for the culture, economy and vitality of the Inland Northwest region. With its main campus in Cheney, Eastern also offers programs in downtown Spokane's "University District" at both the new Catalyst building ("South Landing") and on the shared Washington State University Health Sciences Spokane campus. Additional programs exist throughout the state in partnership with community colleges in Bellevue, Everett, Seattle and Vancouver. Nearly half of the student population is first-generation and 31% of students are from historically underrepresented ethnic backgrounds. Eastern is affiliated with Division I of the NCAA and is a member of the Big Sky Conference.

Reporting directly to the Board of Trustees, Eastern's next president will be expected to provide leadership within a strong shared governance culture and build productive, collaborative and sustainable relationships across the campus with faculty, staff and students and within the local community and region. The president should be a transparent administrator who leads with imagination and creativity to solve some of Eastern's most pressing challenges, and to further develop its identity as a next generation institution that is nimble and adaptable to changing trends and market demands. The president should be highly committed to student success and developing a long-term enrollment strategy for the future sustainability of the campus. The incoming president should place a high value on and be an advocate for diversity, equity and inclusion, especially as it relates to diversifying the faculty.

The incoming president will be an energetic and experienced leader with the cultural competence and skillset required to lead an institution of Eastern's profile and complexity. The president will demonstrate a deep and authentic commitment to students - particularly those who are first-generation college students from low income and diverse backgrounds - and genuine willingness to support their needs and success. Likewise, the president should be highly committed to closing the achievement gap of underrepresented students. The president should be experienced at identifying resources to support programs and activities that have been budget constrained or in need of additional resources. The president must also be a consummate relationship builder, experienced working within a collective bargaining environment, and community-minded individual who has a strong desire to become highly visible and active both internally across campus and externally with donors, alumni, business executives and community leaders. A strong capacity for fundraising will be important, as well as management of large, complex budgets. A record of scholarship and a doctoral degree is preferred.

For information on how to apply or to submit nominations, please refer to the section, "Procedure for Candidacy" at the end of this document.

Opportunities and Expectations for Leadership

Eastern Washington University seeks a president with a passion for and commitment to comprehensive public universities, combined with extensive experience and inspirational leadership to advance the university's mission in service to its students. The ideal president should focus on the following key priorities:

Create an identity and vision for the future, and a subsequent strategic plan

In collaboration with the Board of Trustees and campus community, the incoming president should be prepared to undertake a process of vision setting and planning as soon as possible. The campus community will welcome the opportunity to share their hopes, plans, dreams and concerns about its collective future, and the exercise will provide the new president with an immersive education on the institution's recent past, its current circumstances and its potential moving forward. Eastern's current strategic plan is coming to completion in 2023. During the execution of the current plan, the university has experienced several unforeseen circumstances such as the pandemic and changes to university leadership that has put execution of various aspects of the plan on hold. Therefore, the incoming president should understand the changing landscape of higher education and what is needed to grow and thrive and how it relates to Eastern's future. As part of this plan, the president should work in collaboration with faculty, staff, students, community members and other key constituents and stakeholders to help define the institution's identity and how its identity can be leveraged for future success and sustainability. While the process of planning will be of the president's choosing, the current environment among the university's key internal constituents favors an inclusive methodology. The new president must also focus on the staffing and resource changes necessary to achieve the plan's long- as well as short-term goals.

Be an enthusiastic advocate for the institution

The new president must be willing to be the external and internal face of the university and energetically tell Eastern's story. The president should be able to articulate the value the university brings to the region and the people it serves. The next president must also work through and lead efforts to reconcile recent decisions and ongoing differences involving intercollegiate athletics, staff reductions and budget cuts. It will be important to listen, learn and build collaborative and productive relationships with the faculty, staff, students and alumni. The next president must be transparent, inclusive and decisive in their approach and in doing so, work toward reestablishing trust and generating an optimistic outlook for the future of the university.

Foster a campus community of diversity, equity and inclusion

Eastern has worked in recent years to significantly expand the diversity of its students, faculty and staff, but there is need for continued progress in these areas with an emphasis in recruiting and retaining diverse faculty. The next president must lend personal authority, passion and commit to supporting and implementing DEI initiatives and goals through vision, accountability and leveraging resources. The president should have a significant record of accomplishment in advancing diversity, equity and inclusion, and an ability and desire to work with people from diverse backgrounds, experiences and points of view. EWU takes pride in its diversity, equity and inclusion footprint across campus. However, the next president should be responsive to students and seen as supporting a welcoming university for first

generation, low-income students and students from non-English speaking families. The next president must continue to promote efforts and develop a plan to become a Hispanic Serving Institution and identify associated resources to support the plan.

Developed and implement a strategic enrollment plan

A major priority for Eastern is to focus on the recruitment and retention of students. The institution, which has struggled to meet enrollment targets, is undergoing a major reorganization to eliminate a budget shortfall that was more than \$3.5 million in FY19. Eastern hopes to draw in transfer students from regional community colleges and is working to become a Hispanic Serving Institution. Some tenured faculty members have taken buyouts, and administrators recently initiated a plan to merge Eastern's seven colleges into four. It has also struggled to retain students.



Unlike other regions of the country, the Northwest has a growing demographic of college age students. Washington State will see a 7.4% increase in high school graduates, while Idaho will gain 5.1%, according to Western Interstate Commission for Higher Education and forecasts from Washington's Office of Financial Management that show the state will gain more than 60,000 people ages 17 to 22 through 2030. Therefore, the incoming president should leverage the demographic trends of the state to ensure the institution moves its enrollment in a positive direction.

Steward the budget and identify and grow new resources

The incoming president must ensure the campus's financial model is stable while also managing and growing the budget. Recent staff and operating cuts have taken a toll on student services. Therefore, the new president must seek input and collaborate with faculty and staff to identify ways in which to streamline current operations as well as develop additional and diverse revenue streams. A focus on process improvement and efficiencies will be important. As an example, the traditional academic calendar for most of the campus is on the quarter system. However, the health programs are on the semester system. This is one illustration of how the operating environment has become inefficient and outdated.

Furthermore, the next president has an opportunity to identify and develop new partnerships with local and regional businesses in an effort to generate new revenue streams. The president should be an active participant in this extended community and will be expected to develop relationships that enhance the success of the university and its people. In addition, the next president will be expected to promote and actively participate in the process of philanthropic fund raising.



Professional Qualifications and Qualities

The president is the principal administrative officer of the university and has general supervision of all operations and programs of the institution. The president is appointed by and is directly responsible to the Board of Trustees. The president has the authority to act on behalf of the university in all matters except those specifically requiring direct action by the board. The president is required to perform the duties associated with the general active management of the university guided by the principle of shared governance. The president has the primary responsibility of ensuring the university attains its strategic goals and effectively remains true to its vision, missions and values. The president must provide the university with effective vision, leadership, management and resource development.

Minimum Qualifications

The next president of EWU should possess the following characteristics:

- A distinguished record of accomplishment and demonstrated leadership skills at a senior management level in a comprehensive university or other organization, and an appreciation of the values and objectives of a public university dedicated to quality teaching and scholarship;
- A doctorate or other terminal degree and ideally a record of research, scholarly activity and teaching that would qualify them for tenure in an academic unit;

- Understanding and support of the public universities' access and affordability mission;
- Demonstrated ability to serve as spokesperson for higher education, locally, statewide and nationally;
- Experience in institutionalizing diversity and a culture of inclusiveness;
- Commitment to undergraduate, graduate and professional education;
- Ability to work effectively with the Board of Trustees and implement the board's policies;
- Respect and work within a tradition of shared governance in which, faculty, staff and student organizations each play a role;
- Evidence of ability to communicate effectively at all levels, to include faculty, staff, students, families, alumni, legislators, community leaders and other external constituents;
- Experience working with unionized employees;
- Proven ability to work successfully with the internal and external constituencies, building and enhancing partnerships with other leaders of educational institutions, government, corporations and community;
- Have a proven track record for attracting, recruiting and developing excellent senior administrators;
- Ability to enhance and diversify the institution's funding base including through soliciting and stewarding private support from alumni, parents, trustees, foundations, corporations and public support from the legislature and state and federal government;
- Embrace and lead a prominent and sustained role in fund raising, including direct solicitations from private donors and public and private entities, to expand the university's resource base, operating funds, additions to endowments, gifts for facilities and scholarships; and
- A commitment to promote and support a comprehensive NCAA Division I intercollegiate athletics program in the context of a student-centered university.

Preferred Qualifications

The ideal candidate will bring:

- Excellent organizational, management and communication skills;
- Excellent presentation/public speaking skills;
- Sound, rational decision-making skills and the ability to be consistent in challenging and/or adverse situations; and
- Demonstrated leadership abilities in consensus building, conflict resolution, organization and objective critique.



About Eastern Washington University

Overview

Founded in 1882, Eastern Washington University (www.ewu.edu) is a comprehensive public university located in Cheney and Spokane, Washington, with programs offered throughout the state and online. The university's beautiful 300-acre campus, NCAA Division I athletics and opportunities for hands-on, real-world learning provide a classic, yet unique college experience.

EWU currently offers 150 areas of study in 70+ programs, 21 master's degrees, 11 graduate certificates, 45 graduate programs, 1 educational specialist degree, 1 doctorate of education and 1 applied doctorate to more than 12,300 enrolled students (headcount). It is accredited by the Northwest Commission on Colleges and Universities. EWU encourages diversity in thought and practice and a curriculum that integrates multiple disciplines.

Eastern is a driving force for the culture, economy and vitality of the Inland Northwest region. Our main campus in Cheney is a residential campus with undergraduate and graduate programs, student services and administrative operations. Eastern also offers programs in downtown Spokane's "University District" at both the new Catalyst building ("South Landing") and on the shared Washington State University Health Sciences campus. Additional programs throughout the state in partnership with community colleges on their campuses include Bellevue, Everett, Seattle and Vancouver.

EWU provides a high quality, student-centered education to a diverse population of over 12,000 students. Almost half of the student population is first-generation university students and 31% of students are from historically underrepresented ethnic backgrounds.

Most students come from the state of Washington or from neighboring western states; however, the university has an international population of 2%. The university awarded 2,259 undergraduate degrees and 668 graduate degrees in 2019-20, with approximately 35% of degrees in high demand areas and 22% in STEM fields. The new Catalyst building - where Eastern is the lead tenant - is home to two engineering programs in electrical and mechanical engineering—and EWU continues to increase degrees awarded in these fields.

The Eastern Washington University athletic program is designed to be an integral component of the university community both in Cheney and greater Spokane. EWU is affiliated with Division I of the NCAA and is a member of the Big Sky Conference. The university sponsors 14 intercollegiate sports, six for men and eight for women, both as learning opportunities for its most athletically talented students and an enhancement to student and community life. The university also recently launched an Adaptive Athletics program through its College of Health Science and Public Health, with a competitive wheelchair basketball team.

To serve its students, the university employs 432 faculty, 420 classified staff members and 351 administrative exempt staff. The university is operated in accordance with principles of shared governance. It is governed by a board of eight trustees, including one student, who are appointed by the governor. The board is responsible for determining the broad policies under which EWU operates, approving operating plans and budgets proposed by the president as provided by state statute. The university's 2021 annual operating budget is \$270,245,000.



Mission

Eastern Washington University expands opportunities for personal transformation through excellence in learning.

EWU achieves its mission by:

- Enhancing access to higher education in the Inland Northwest and beyond by recruiting and supporting traditional college-bound students, non-traditional students and those from underserved populations;
- Delivering high-quality academic programs that undergo regular, rigorous review informed by data and assessment of student learning;
- Delivering a high-quality co-curriculum designed to develop the intellectual, cultural, personal and practical aspects of students' lives; and
- Promoting student success by supporting student engagement and timely degree completion.



Our three core themes are access, learning and completion.

Vision

Eastern Washington University is a driving force for the culture, economy, workforce and vitality of the State of Washington. Our graduates think critically and make meaningful contributions to both their career fields and their communities. EWU is the public university whose students, faculty, staff and alumni make profound and significant contributions to the economic and social vitality of the region. EWU remains the best value for higher education in the state.

Strategic Plan

EWU's 2018-2023 institutional strategic plan is based on its mission, vision and values with the following focus areas:

We IGNITE Change

Eastern Washington University engages a diversity of students and ignites generational transformation. We inspire students through engaged learning experiences that encourage pathways to graduation. We collaborate with families, employers and communities to solve complex issues and improve quality of life.

We EMBRACE Equity & Social Justice

We are recognized as a model diversity-serving institution. We embrace changing demographics and changing societal needs. Through culturally responsive curricula and campus activities, we work tirelessly to promote understanding and reduce disparity and inequity.

We DRIVE Innovation

We invest in the faculty and staff—as well as the tools, resources and opportunities—that promote interdisciplinary collaboration and innovative instruction. We celebrate faculty and staff who make extraordinary contributions to our students and our mission!



We TRANSFORM our Region

We develop curricula that meet changing needs of students, employers and communities. We commit to applied research and community partnerships that engage and inspire while preparing students for success after graduation. We develop the professional workforce and strengthen our economy through strategic and creative programming.

More information about the strategic plan is available at:

<https://inside.ewu.edu/strategic-planning/institutional-strategic-plan-2018-2023/>

The Office of Diversity, Equity and Inclusion developed a 2018-2023 diversity strategic plan for the university, with five key goals, including timelines and benchmarks. Learn more at:

<https://inside.ewu.edu/diversityandinclusion/strategic-plan/>

EWU Facts-at-a-Glance

The Basics

- Enrollment: 12,350 headcount (fall 2020)
- Student-to-faculty ratio: 21:1
- Student population: 44% male, 56% female
- Racial/ethnic diversity: 27% (self-reported)
- Resident undergraduate tuition: \$6,707 annual
- Students receiving financial assistance: 75% (more than \$134 million)
- Percent of new undergraduate students who are transfers: 35% (2-year and 4-year)

- International students (undergraduate): 3% (largest numbers from Saudi Arabia, Vietnam and China)
- School colors are red and white; we're the Eagles and our mascot is named Swoop

First-year Student Facts

- Averages of incoming first-year students' high school GPA: 3.24, Median SAT: 990, ACT composite: 21
- Racial/ethnic diversity: 31% (self-reported)
- Entering first-time, full-time student retention rate (fall 2018 cohort): 70%
- Percent living on campus: 62%
- First-year students who will be the first in their families to attend college (fall 2020 cohort): 49%



Good-to-Know Facts

- There are more than 100,000 Eastern alumni; approximately 75% of those alumni remain in state.
- 93% of 2019 graduates were employed within 6 months and 79% of alumni have jobs related to their major.
- EWU is the one of three universities in the nation that has a research facility in a national wildlife refuge. Turnbull National Wildlife Refuge is just minutes from campus.
- Eastern is the only university with a state crime lab on campus. This provides a unique opportunity for collaboration, research and integration with a working crime laboratory.
- Services and support for military veterans is offered at EWU's Veterans Resource Center, including admissions and financial aid counseling, academic advising, referrals to campus support services and much more.
- Academic assistance is provided to all students at the Learning Commons in JFK Library, including library research services, writing help, peer programs, computing and technology support, individual and group study and other services.

Other Cool Facts

- Eastern's Recreation Center features a rock climbing wall, ice rink and an indoor elevated running track.
- EWU's outdoor club, EPIC Adventures, offers dog sledding, kayaking, whitewater rafting, rock climbing, snowshoeing, downhill skiing, snowboarding and biking.
- There are 55 intramural leagues, 33 sports clubs and more than 100 active student clubs and organizations on campus.

More Facts: www.ewu.edu/about/facts. Please also visit: [EWU Lookbook](#).

Diversity & Inclusion

Eastern Washington University is committed to equal opportunity, fair treatment and taking affirmative action to increase the number and retention of students and employees from historically underrepresented groups. The university maintains an affirmative action program in support of federal and state requirements.

Eastern Washington University is committed to building a community that celebrates and promotes the differences among all people. In pursuit of this, we promote a learning environment characterized by inclusiveness, where we value awareness and understanding of each other's differences and similarities and extend this spirit to the populations we serve, striving to treat all with dignity and respect. The commitment to diversity is reflected through various governance policies and procedures as well as departments and programs that are embedded throughout the campus community. The Office for Diversity, Equity and Inclusion, headed by the Vice President for Diversity and Senior Diversity Officer, leads the university's commitment to diversity and inclusion. Diversity and inclusion is also served through Academic Affairs programs (Africana Studies, American Indian Studies, Chicana/o/x Studies, and Women's, Gender and Sexuality Studies) and Student Affairs units (Adult and Lifelong Learning, Global Student Services, Multicultural Center, Pride Center and Veterans Resource Center).

Academics

Eastern Washington University currently offers 150 areas of study in 70+ programs, 21 master's degrees, 11 graduate certificates, 45 graduate programs, 1 educational specialist degree, 1 doctorate of education and 1 applied doctorate to more than 12,300 enrolled students (headcount). It is accredited by the Northwest Commission on Colleges and Universities.



Colleges

- [College of Arts, Humanities & Social Sciences](#) is where what you love and what you do are one and the same. We are problem solvers, activists, advocates, storytellers, performers, artists, philosophers, global thinkers and communicators.
- The [College of Professional Programs](#) provides students with a strong liberal arts education. Students have the opportunity to study both traditional and applied social sciences. Our programs take a multicultural, communicative, interdisciplinary and international approach to looking at society and the world.
- The [College of Health Science and Public Health](#), based in Spokane, prepares students to help meet the growing market demand in the critical field of health care. Built on a tradition of health-related programs at Eastern, it initiates research in critical health arenas and continues to

promote the development of additional health-related fields of study and expanded degree options.

- The [College of Science, Technology, Engineering and Mathematics](#) prepares students to succeed in fields such as Biology, Chemistry, Computer Programming, Data Science, Geoscience, Web Design and Computational Mathematics.

Student Life

The university enjoyed stable overall enrollment over the past decade, but as at many institutions, the mix of students and the net tuition revenue per student continues to evolve in a way that challenges institutional finances. EWU projects relatively stable enrollments through 2026 before larger demographic and demand patterns begin to impact new student enrollments.

Heavily influenced by COVID-era enrollment patterns, fall 2020 new enrollments showed a decline in new first-time in college students (1,526), a decline in new transfer and post-baccalaureate students (876) and growth for new graduate students (755) primarily due to large online increases. Almost half of the undergraduate student population is first-generation college students and 26% of all students are from historically underrepresented ethnic backgrounds. Most students come from the state of Washington or from



neighboring western states; however, the university has an international population of 2%. In fall 2020, 62% of full-time undergraduate students applied for financial aid; 100% of students with financial need received financial aid with an average per student aid package of \$12,480. In the graduating class of 2020, 51% of students graduated without loans.

On-campus living accommodates approximately 15% of undergraduates. The Cheney and Spokane communities provide convenient housing options for students at both campuses, with free bus service for students, faculty and staff.

Ample co-curricular programs ensure that students have opportunities to extend and integrate their learning inside and outside the classroom. Award winning programs in residential life provide further synthesis of the living-learning environment. The campus has a nationally recognized recreation program, with a beautiful recreation complex and comprehensive outdoor adventure activities, intramurals and internationally competitive club sports. More than 120 student clubs and organizations, as well as an established Greek Life program, involve students in diverse activities, engaging students further in the EWU experience. The campus has a well-established student governance program, with substantial involvement from students. Numerous programs are supported through campus to promote community

engagement, professional and career competencies, furthering our commitment to a holistic and engaged student learning environment.

Intercollegiate Athletics

The Eastern Washington University athletics department is designed to be an integral component of the university community. The university sponsors 14 intercollegiate sports, six for men and eight for women, both as learning opportunities for its most athletically talented students and as an enhancement to student and community life. Under the control of the university's board of trustees, intercollegiate athletics is governed by an athletic policy board composed of faculty, students and staff members. The policy board makes recommendations in all matters relating to athletics.

Men's teams at Eastern include football, basketball, cross country, tennis and indoor/outdoor track and field. Women compete in volleyball, soccer, basketball, cross country, tennis, golf and indoor/outdoor track and field. Eastern is a member of the Big Sky Conference, an association of 11 regional schools with comparable enrollments and academic goals. Other member institutions are California State University, Sacramento; Idaho State University; Weber State University; University of Montana; Montana State University; Portland State University; University of Northern Colorado; Northern Arizona University; and University of Idaho. Two schools, California Polytechnic State University and the University of California, Davis are in the league for football only.





The Local Community

Eastern Washington University's main campus is located in Cheney (population 12,000), just 17 miles from Washington's second largest city, Spokane. The campus is a matter of minutes from more than 20 lakes, beautiful mountains and the Turnbull National Wildlife Refuge. Opportunities abound for fishing, hiking, biking, boating, wildlife watching and more.

This unique geographic positioning allows students the serenity to focus on their studies, the spirit of a small college town, the recreational opportunities of the Northwest and the invaluable internship opportunities and civic involvement offered by a major metropolitan area.

In Spokane, EWU's programs—including those in the new Catalyst building—are located on the eastern edge of the downtown area, in the University District and South Landing. This is an ideal location for Eastern's College of Health Science & Public Health, business and accounting, creative writing, design, computer science and electrical engineering programs.

For more area information, explore our region at: <https://www.ewu.edu/about/student-life/area-info/>

Tribal Land Acknowledgement

Eastern Washington University resides within the traditional homelands of the Spokane People and other tribes who are connected through their shared history of this region. This land holds their cultural DNA and it is their Ancestors who are here and bring forth the knowledge of this place—the knowledge that comes from the land.

Procedure for Candidacy

All applications, nominations and inquiries are invited. Applications should include, as separate documents, a CV or resume, diversity statement and a letter of interest addressing the themes in this profile.

WittKieffer is assisting Eastern Washington University in this search. For fullest consideration, application materials should be received by December 1, 2021.

Application materials should be submitted using WittKieffer's [candidate portal](#).

Nominations and inquiries can be directed to:

Zachary A. Smith, Ph.D., Jeff Compher and Christine Pendleton
EWUPresident@wittkieffer.com

Eastern Washington University is committed to diversity and inclusivity. We recognize that our success is dependent on how well we value, engage, include, and utilize the rich diversity of our faculty, staff, students, and alumni. We believe that prejudice, oppression, and discrimination are detrimental to human development, and that a vibrant and diverse campus community enhances the learning environment of the populations that we serve. We are committed to treating all with dignity and respect, and to working collectively on an ongoing basis to build and maintain a community that understands, celebrates and promotes diversity, while promoting inclusivity at all levels.

EWU does not discriminate in its programs and activities on the basis of race, color, creed, religion, national origin, sex, pregnancy, sexual orientation, gender identity/expression, genetic information, age, marital status, families with children, protected veteran or military status, HIV or hepatitis C, status as a mother breastfeeding her child, or the presence of any sensory, mental, or physical disability or the use of a trained guide dog or service animal by a person with a disability, as provided for and to the extent required by state and federal laws.