



Opportunity and Challenge Profile

*Washington State University
Search for the Vice President for Marketing and Communication
Pullman, Washington*

Washington State University (WSU), a vibrant, diverse, and innovative institution, seeks a dynamic, experienced, and creative communication and marketing professional to help propel the University towards its goal of being one of the top public institutions in the country. The Vice President for Marketing and Communication (VP) will lead WSU in its efforts to increase the University's visibility with a compelling and consistent brand; ensure alignment and synergy of marketing and communication efforts internally and externally; and leverage modern, dynamic, and strategic communication tools and methods to drive desired outcomes in enrollment and fundraising. The VP will play a key role in letting the state, nation, and world know that WSU is one of the leading public universities, preeminent in research and discovery, teaching, and engagement with a clear focus on the academic success and transformational experience of every student.

Founded in 1890 in Pullman, Washington, WSU is Washington's land-grant university. Its mission is to improve the quality of life for all citizens — locally, nationally, and globally. WSU is committed to innovation and excellence in research and scholarship. More than 30,000 undergraduate, graduate, and professional students and approximately 6,800 faculty and staff are located on WSU's five campuses (Pullman, Spokane, Tri-Cities, Vancouver, and Everett), online through its Global Campus, in extension offices in each of the 39 counties, and regionally based Research and Extension Centers in the state's key agricultural areas. WSU offers 63 doctoral degree programs, 79 master's degree programs (including 2 professional master's degrees in electrical power engineering and molecular biosciences); professional degree programs in business (MBA), pharmacy (PharmD), and veterinary medicine (DVM); and 22 graduate certificates.

The appointment of Dr. Kirk Schulz as the University's 11th President in 2016 marks an exciting chapter in WSU's history that will build upon the success of the past and take the University to new heights. In recent years, the University has achieved significant accomplishments including the creation of the Elson S. Floyd College of Medicine on the Spokane campus; successful completion of a \$1 billion capital campaign; growth in overall enrollment from 24,396 in fall 2007 to 30,142 in fall 2016; and, an increase of students who self-identify as students of color from 14 percent in fall 2007 to 29 percent in fall 2016. WSU completed approximately 20 major construction projects across its campuses and centers. Annual research and development expenditures grew by more than 56 percent from approximately \$213.2 million in 2007 to nearly \$333.1 million in 2015, moving WSU into the top 11 percent of public research universities for research funding.

WSU believes that growing its reputation is essential to attract students, garner external research funding, meet successful and ambitious fundraising goals, and establish new partnerships locally, nationally, and globally. WSU's goal, as described in the "Drive to 25" campaign, in the coming years is to be

recognized as one of the nation's top 25 public research universities, preeminent in research and discovery, teaching, and engagement by 2030.

Realizing the importance of dedicated focus on telling the WSU story in compelling and strategic ways to a broad set of constituents, President Schulz reestablished the Vice President for Marketing and Communication role. The new VP will be met with enthusiasm and support from stakeholders across WSU and the state who look forward to communication and marketing being elevated to the vice presidential level and for the next VP to have a seat at the table with the senior leadership of the University. The new VP will have the opportunity to work with a dynamic and forward-thinking President, who believes in building a strong team and giving its members the autonomy and support necessary to succeed. S/he will also collaborate with an engaged and talented set of leaders, and marketing and communication professionals across the University. In order to be successful, the VP will be asked to address a set of key opportunities and challenges as follows:

- Create a vision for University-wide marketing and communication
- Build a comprehensive, integrated, and modern communication and marketing strategy and plan
- Lead the University in creating and delivering a message to elevate WSU into the ranks of the nation's best-known and highest-achieving institutions
- Motivate and mentor the University Communications staff and promote a culture of excellence, collaboration, and professional growth
- Leverage and harness the power of marketing and communication across WSU

A list of the desired qualifications and characteristics of the Vice President for Marketing and Communication can be found at the conclusion of this document, which was prepared by the search committee with the assistance of Isaacson, Miller, a national executive search firm, to provide background information and detail the key opportunities and challenges related to the position. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.

About Washington State University

Founded as the people's university, Washington State University fulfills that commitment by transforming lives through education, research, and community outreach. The University recently celebrated 125 years of delivering life-changing knowledge and discoveries to citizens across the state, region, nation, and around the world. WSU is governed by an independent 10-member Board of Regents and comprises the Colleges of Agricultural, Human, and Natural Resource Sciences; Arts and Sciences; Business; Communication; Education; Engineering and Architecture; Honors; Medical Sciences; Nursing; Pharmacy; Veterinary Medicine, as well as the Graduate School, WSU Global Campus, WSU Extension, and the new Elson S. Floyd College of Medicine.

U.S. News & World Report's 2017 "America's Best Colleges" rankings place WSU 71st on the list of public national universities. WSU was one of only three Northwest universities to be placed in the top two tiers. WSU is ranked as a "very high research activity" institution by the Carnegie Foundation and is in the top 12 percent of research universities as reported by the National Science Foundation. Also, the Carnegie Foundation for the Advancement of Teaching recognized WSU with a Community Engagement Classification for engagement with local, statewide, national, and international communities.

The WSU campuses are home to a wide array of organizations and activities, including arts, music, and theater; student-run media (including public radio and television stations); fraternities and sororities; and

recreational sports. A high percentage of WSU students also participate in study abroad programs; WSU offers more than 1,400 education abroad programs in nearly all countries around the world.

WSU employs approximately 6,500 faculty and professional staff, and the University deeply values diversity among its faculty, staff, and students. WSU students represent diverse social, economic, and ethnic backgrounds: approximately 10 percent of WSU students hail from outside the state of Washington, and approximately 6.8 percent are international students. WSU annually awards more than \$280 million in scholarships and financial aid to approximately 17,000 undergraduate students.

Intercollegiate athletics plays an important role at WSU Pullman, 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 12 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 and the Times Higher Education World University Rankings. The football team earned a berth at bowl games two of the last three years, and they have a new 88,880 square foot Cougar Football Complex.

The University operates as an integrated university, with all campuses adhering to the same set of practices and policies; degree requirements are similar across campuses, and all instructors and researchers, regardless of their location, are considered part of one faculty. WSU has been redefining its administrative and operational structures to ensure delivery of an integrated set of services while allowing each campus autonomy. The operating budget of the University for the 2015-17 biennium is approximately \$2.05 billion, and the capital budget authority during the 2015-17 biennium is \$311.7 million. The University’s endowment is \$886 million, including \$418 million from the WSU Foundation and \$468 million in land-grant endowments.

In 2016, WSU announced the “Drive for 25” (<https://wsu.edu/drive-to-25/>), the initiative to ensure Washington State University will be recognized as one of the nation’s top 25 public research universities, preeminent in research and discovery, teaching, and engagement by 2030. The “Drive to 25” builds on the cornerstones of WSU’s ambitious strategic plan and its two pivotal goals of offering a transformative educational experience to undergraduate and graduate students, and accelerating the development of a preeminent research portfolio.

The 2014-2019 strategic plan (<https://strategicplan.wsu.edu>) is built on the core values and broad mission of the University. Goals and strategies were developed to achieve significant progress toward WSU’s aspiration of becoming one of the nation’s leading land-grant universities, and emphasize the institution’s unique role as an accessible, approachable research institution that provides opportunities to an especially broad array of students while serving Washington State’s diverse portfolio of social and economic needs. The plan explicitly recognizes the dramatic changes in public funding that have occurred over the duration of the previous strategic plan, along with the need for greater institutional nimbleness, openness, and entrepreneurial activity that diversifies the University’s funding portfolio. In addition, the plan reaffirms WSU’s land-grant mission by focusing greater attention system-wide on increasing access to educational opportunity and responding to the needs of Washington State through research, instruction, and outreach, and contributing to economic development and public policy.

A recent investment of \$29 million in institutional funds by WSU in several multi-disciplinary research projects will serve as a springboard to advance the University’s Grand Challenges research initiative. The research projects are expected to enhance federal funding of research, increase impactful publications, teach students how to advance knowledge, and further WSU’s commitment to public service. 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

About University Communications

Working with both internal and external audiences, the University Communications (UComm) unit is responsible for providing strategic communication and marketing leadership, coordination, and support for WSU. UComm helps identify, shape, and tell the important stories of Washington State University — showcasing its people, programs, events, and activities — and shares them with the general public and campus community. UComm was created during the launch of the first centralized, institution marketing effort on the Pullman campus in 1999. Since that time, there have been shifts in the model for the unit and the reporting structure due to changes in WSU leadership, budgets, and priorities. The last permanent Executive Director held the position until 2015. The next leader will hold the title of Vice President for Marketing and Communication, which represents a major shift to a contemporary and lasting vision for integrated strategic branding, marketing, and communication for Washington State University across all campuses.

Because WSU is so comprehensive in nature, its marketing and communication function is decentralized with professionals spread throughout the WSU campuses in the different schools, colleges, and major administrative divisions. There are approximately 100 communicators across the University. Communicators report directly to their Deans, Chancellors, or Directors of their units. Some of these units include Athletics, the WSU Foundation, Housing and Dining Services, non-Pullman campuses, and the Museum of Art.

Role of the Vice President for Marketing and Communication

The Vice President for Marketing and Communication reports directly to the President and is a member of the senior leadership team. The VP serves as the chief marketing and communication officer for the Pullman campus and the WSU system. The VP collaborates with academic and non-academic leaders from all the institution's campuses, colleges, and administrative units, and provides strategic leadership to accomplish the commitments, goals, and actions to advance the priorities of the University as set out in the University's strategic plan.

The VP oversees the office of University Communications (UComm) which includes approximately 90 full-time employees, organized into the divisions of Administrative Services; Financial Services; Infrastructure Services; News; Washington State Magazine; Web Communication; Video; Photo; Marketing Communication; Production Coordination; Graphic Design; WSU Press; Printing Services; Cougar Copies; and Mailing Services.

The Vice President is responsible for the development and implementation of the University's marketing and communication strategies, balancing central and decentralized authority, providing strategic guidance and policies, and cultivating collaborative relationships with marketing, public affairs, and communication professionals across WSU. S/he will be expected to develop a comprehensive understanding of the key issues and opportunities facing the University and its units and shape appropriate strategies, structures, resource allocation, and staffing to ensure the issues are addressed and communicated using the most effective and appropriate media. Given the decentralized nature of the institution, the VP will need to be broadly informed about and sensitive to the varied needs and concerns of the many members of the WSU community. In particular, the Vice President will work closely with the

Vice President of External Affairs and Government Relations and the WSU Foundation in shaping the key messages and strategies for advancing WSU.

Key Opportunities and Challenges for the Vice President for Marketing and Communication

This position will require a person who has a proven track record for developing relationships and establishing credibility to achieve the objectives of the position. S/he must understand and support the individual members of his/her staff, marketing and communication professionals, and the President's executive team to ensure all communication, messaging, and marketing efforts are executed strategically and with the goals of WSU in mind.

The Vice President for Marketing and Communication has the opportunity to shape the position that WSU will take in the coming years in order to achieve its goal of becoming one of the top 25 public research universities. S/he must be committed to WSU's core values and mission as a land-grant institution in order to create appropriate and contemporary strategies, structures, and staffing for success. S/he must believe in transparency in decision making and understand the importance of keeping the WSU community well informed of and engaged in university priorities and activities. S/he must also be experienced in crisis communication, media relations, social media, and connecting effectively with diverse constituencies. The VP will be innately creative and flexible in nature. The Vice President for Marketing and Communication will:

Create a vision for University-wide marketing and communication

There is a great anticipation about the role of a Vice President for Marketing and Communication and support for an integrated organizational approach to marketing and communication, particularly in view of the excitement around the "Drive to 25" initiative. However, WSU is also a decentralized organization with many different offices, leaders, and professionals who regularly and effectively engage and communicate with a wide array of constituents. The VP will need to develop relationships and gain buy-in for the concept of a strong central presence and voice in setting marketing and communication goals and policy. This will entail listening to the different organizations and developing a true appreciation for their nuances and objectives. It will also require development of guidance and policies on how the VP and the UComm office will interact with and support the rest of the University. The Vice President will need to ensure UComm is seen as a collaborative, responsive partner that is able to prioritize effectively, professionally address both opportunities and concerns, and leverage marketing and communication professionals across the University. The VP will also ensure that the UComm staff members are considered thought leaders whose opinion on marketing and communication is sought after and respected across academic and administrative departments.

Build a comprehensive, integrated, and modern communication and marketing strategy and plan

The VP will work in collaboration with University leadership across all campuses to develop and implement an integrated and contemporary marketing and communication strategy that addresses marketing, branding, public relations, media relations, the WSU website, event management, and publishing to advance the reputation of the University, achieve the goals of "Drive to 25," add value to students' WSU degrees, and drive enrollment and giving. The strategy and associated plans will reflect the institution as a whole and highlight the strengths of the individual schools, campuses, divisions, departments, and centers.

Part of the plan will include development of a cohesive institutional narrative and brand that more effectively tells the story of WSU capturing its heart and soul. The narrative will highlight the University's world-class research and scholarly activities as well as its deep commitment to students, the

different campuses, and its foundation as a land-grant university. It will also describe how the University will communicate the mission, goals, priorities, and accomplishments to its varied audiences to enhance the public consciousness of WSU as a state, regional, national, and international resource.

The Vice President for Marketing and Communication will amplify University-wide efforts to make WSU more visible through the creative use of new media and create an environment in which positive public relations opportunities are aggressively pursued and negative attention and crisis situations are handled responsibly and adroitly. The VP will create a standard of excellence in all communication and marketing activities, and establish an appropriate degree of consistency in both the messages conveyed and cost-effectiveness in the means and methods employed to convey them.

Lead the University in creating and delivering a message to elevate WSU into the ranks of the nation's best-known and highest-achieving institutions

In conjunction with University leadership, the VP will support a broad strategic approach for WSU's contributions to and partnership with the state and region to enhance public awareness of WSU as a vital resource to the state and the communities that surround the campuses. The VP will then create overarching communication and marketing strategies that will enhance the University's visibility; drive enrollment and fundraising; highlight its accomplishments locally, nationally, and internationally; and articulate the many ways its programs prepare students to become effective leaders in an increasingly complex and interrelated world.

The VP will take advantage of an ardent and supportive alumni network across the state to highlight WSU as an attractive place to learn and work by understanding the draws of the different geographic locations. This will also require significant collaboration with faculty as partners to spread research accomplishments in the media.

Motivate and mentor the University Communications staff and promote a culture of excellence, collaboration, and professional growth

The Vice President for Marketing and Communication will assess the existing University Communications organizational structure, making adjustments as necessary to fully leverage staff strengths, and ensure coordination, productivity, and efficiency. The VP will establish priorities and policies to ensure the organization is responsive to requests and provides consistency and excellence in the service and products it provides. The VP will encourage and promote partnership among all marketing and communication professionals across all campuses of the University. S/he will establish goals in a collaborative manner to ensure all communication professionals have a sense of responsibility and ownership for the successful outcomes of WSU's communication and marketing efforts.

The VP will foster a working environment that rewards new ideas and risk-taking, builds confidence, and encourages team-based efforts. Through open communication and leadership, this leader will inspire and motivate staff, placing staff members' work within the context of the brand marketing strategy as well as within WSU's overall strategic goals. S/he will actively mentor and train staff, providing frequent opportunities for professional learning and growth.

Leverage and harness the power of marketing and communication across WSU

WSU has many talented marketing and communication professionals throughout the University who already promote the positive public image of the University, its projects, initiatives, and executives, to a wide range of internal and external audiences at the local, regional, national, and international levels. The VP must be able to motivate and lead these professionals to work collectively and collaboratively to

achieve University and different organizational priorities concurrently. The VP for Marketing and Communication will lead the effort to enhance internal communication to ensure the WSU community is informed of all activities and pertinent information in a timely manner through multiple communication channels. S/he will help support an inclusive and respectful culture that values active participation in decision making and identifies meaningful ways to assess marketing and communication effectiveness.

The VP will work collaboratively across WSU to ensure consistency and guidance yet allow for autonomy in marketing and branding efforts. This will include a strategy that ensures University initiatives, branding guidelines, and marketing best practices are successfully communicated among internal stakeholders. The VP will create an environment that encourages creativity and exchange of ideas and will build coordinating mechanisms, create governance structures, and facilitate training for students, faculty, and administrative communicators across units, colleges, and campuses to help them tell the WSU story more effectively and cohesively.

Qualifications and Characteristics

The successful candidate will have a Bachelor's degree in a relevant field, at least 10 years of progressively responsible experience in marketing and communication, and demonstrated leadership and management in a large complex organization. Additionally, candidates should have all or some of the following qualifications:

- Master's degree in a related field
- Successful track record of developing, implementing, and measuring multifaceted marketing and communication strategies in a complex environment. Advanced knowledge of the strategies and best practices for marketing and communication
- Demonstrated success in a senior-level role of comparable complexity in higher education, government, or the private sector
- Insight and knowledge of the changing state, national, and international environment for higher education
- Reputation and track record as an innovative, creative, effective, and resourceful marketer who has meaningfully contributed to building and maintaining brands
- Experience in creating long- and short-term marketing communication and branding strategies
- Ability to bridge data analysis, primary and secondary research, competitive intelligence, and marketing savvy to build powerful marketing and communication programs
- Experience planning, conducting, and using the results of qualitative and quantitative market research to drive marketing and communication strategies
- Ability to design and maintain a complex and contemporary web presence for a dynamic and distributed organization
- Ability to create clear and consistent messages, and disseminate them with integrated and innovative methods, including new media, social networking, direct marketing, video, print, and the news media (Earned, owned and paid channels)
- Appreciation of the benefits of a diverse workplace; willingness to take actions to enhance the diversity of the University; proven record of creating a diverse and inclusive environment; and ability to create an environment that encourages respectful communication
- Proven track record serving as a spokesperson, leading media relations, successfully dealing with national media in a complex, decentralized environment, and ability to provide guidance and leadership for University spokespeople and executives
- Demonstrated experience managing crises, and creativity to anticipate issues and formulate messages that effectively communicate with the full range of constituents with diverse perspectives

- Substantial experience evaluating the strengths of existing communication programs and identifying opportunities for improvement
- Ability to demonstrate effectiveness of programs and initiatives, using data-driven techniques and benchmarking including ability to select, hire, and manage vendors and contractors
- High degree of personal initiative as well as outstanding interpersonal, teamwork, listening, verbal and written communication, and process facilitation skills
- A keen eye for operational efficiency and optimal use of resources; the ability to plan, monitor, and manage a budget, and advocate for resources
- Deep understanding of the relationship between and at the intersection of academic freedom and freedom of speech
- Ability to oversee an in-house print production facility

Location

The majority of WSU's marketing and communication professionals are located in Pullman, Washington, a close-knit, family-friendly town of approximately 31,000 people located in southeastern Washington, 75 miles south of Spokane. Pullman offers the stimulation of a research university in a small-town living environment. For the VP to be seen as an accessible leader who can inspire and lead, s/he will have to build relationships and develop the team. Because WSU is a system, there are many key constituents in Seattle and throughout the state. It is possible this person could be headquartered in Seattle or Spokane, with the expectation that a significant amount of time would be spent in Pullman. For more information about Pullman, WA, see <http://www.pullman-wa.gov/>.

Applications, Inquiries, and Nominations

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/6004. Electronic submission of materials is strongly encouraged.



*Recruiting exceptional leaders
for mission-driven organizations*

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Washington State University is an Equal Opportunity/Affirmative Action educator and employer. Members of ethnic minorities, women, specially disabled veterans, veterans of the Vietnam-era, recently-separated veterans, and other protected veterans, persons of disability, and/or persons age 40 and over are encouraged to apply.

Appendix I: More about Washington State University

Established by the Legislature in 1890, shortly after Washington achieved statehood, the Agricultural College, Experiment Station, and School of Science of the State of Washington opened its doors to 47 students in January 1892. As President Enoch Bryan told the regents in 1894, the land-grant college must provide “collegiate work that is advanced scientific and technical work, and a liberal education.” Since then, that small college has expanded to become Washington State University, an internationally respected university system serving nearly 29,000 students on five distinct campuses in Pullman, Spokane, Tri-Cities, Vancouver, and Everett, along with a Global Campus (online) and WSU Extension offices in each of Washington’s 39 counties, providing research-based educational programs and services to individuals, businesses, and communities. WSU has established research and extension centers in Lind, Long Beach, Mount Vernon, Othello, Prosser, Pullman, Puyallup, and Wenatchee.

- **WSU Pullman:** The 1742-acre Pullman campus serves as home to more than 19,000 students, as well as a great deal of the University’s administration. WSU Pullman is a hub for most of the University’s student organizations, including its athletic teams, as well as galleries, performance venues, and museums dedicated to art, anthropology, zoology, and other topics. The Pullman campus is largely residential; 46 percent of students live in residence halls, University-owned apartments, or fraternity and sorority houses.
- **WSU Spokane:** Located about 75 miles north of Pullman, WSU Spokane is WSU’s health sciences campus, which prepares the state’s future generations of physicians, nurses, pharmacists, and other health professionals. In addition to the health sciences, WSU Spokane programs focus on education, and social and policy sciences. WSU Spokane is home to several new facilities, such as the recently constructed Pharmaceutical and Biomedical Sciences Building, which houses the latest in health science laboratories and classroom technology. (<http://spokane.wsu.edu>)
- **WSU Vancouver:** Situated on 351-scenic acres in Southwest Washington with stunning views of Mount St. Helens and Mt. Hood, WSU Vancouver is the second largest campus in the system. The University’s state-of-the-art facilities support signature programs including creative media and digital culture, environmental science, mechanical engineering, psychology, and public affairs. WSU Vancouver is well-known in its community for the award-winning Business Growth Mentor and Analysis Program, a student-run consultancy in the Carson College of Business. As a commuter campus, students engage with the University through a variety of clubs, organizations, events, and recreational opportunities. (<http://vancouver.wsu.edu>)
- **WSU Tri-Cities:** The WSU Tri-Cities campus is located on 200 acres along the banks of the Columbia River, and serves approximately 1,400 students through 30 degree programs. It provides a wide range of services to the Southeast Washington community. The campus is home to WSU Business Links, an economic outreach program; Northwest Public Radio and Television; the Food and Environmental Quality Laboratory; the Ste. Michelle Wine Estates WSU Wine Science Center; and the Bioproducts, Sciences, and Engineering Laboratory, built in partnership with Pacific Northwest National Laboratory. WSU Tri-Cities is the site of the Consolidated Information Center Libraries, which comprises the Hanford Technical Library; U.S. Department of Energy Public Reading Room; Max E. Benitz Memorial Library of WSU at Tri-Cities; and the Southeastern Washington Business Information Center. (<http://tricity.wsu.edu>)
- **WSU Global Campus:** Beyond serving students on its campuses, the University also reaches out to the citizens of Washington and beyond through the WSU Global Campus and is responsible for delivering degrees online, and Professional Education (PE), which includes a range of non-credit

continuing education programs, such as seminars, workshops, conferences, trade expositions, and online certificates. Several of these programs have earned national acclaim and the WSU Global Campus serves nearly 3,000 students through its online offerings. With programs in Accounting, Management and Operation, Management Information Systems, Criminal Justice, Human Development, Humanities, Social Sciences, and Psychology, students around the world have access to WSU's world-class faculty regardless of geography. (<http://global.wsu.edu/>)

- **WSU North Puget Sound at Everett:** WSU NPSE is charged with greatly expanding access to high-quality baccalaureate and graduate degree programs in the region and the state. With a focus on science, technology, engineering, and mathematics, the growth of WSU NPSE will align with the economic development and vitality of the region and the state of Washington to prepare graduates for leadership in a rapidly changing and globally connected world. (<https://everett.wsu.edu/>)