



# LEADERSHIP PROFILE

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VICE PRESIDENT FOR ADVANCEMENT

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CHIEF EXECUTIVE OFFICER OF THE WSU FOUNDATION



## WASHINGTON STATE UNIVERSITY

(WSU), a distinguished and comprehensive public land-grant research university with multiple campuses, seeks to hire a creative, innovative, and experienced leader to serve as Vice President for Advancement and Chief Executive Officer, WSU Foundation. This position is an opportunity for a dynamic and engaging leader to direct the external engagement and development organizations essential to the success of the University. The next vice president will play a vital role in maximizing private support and investment in WSU—an essential element of the University's initiative to become one of the nation's leading public universities, preeminent in research and discovery, teaching, and engagement.



### THE OPPORTUNITY

Washington State University and the Washington State University Foundation stand on the cusp of an era of unprecedented success. Under the leadership of its new president, Kirk Schulz, the University is expanding its footprint both geographically across the state and programmatically through bold initiatives like the creation of a new medical school. In the environment of an economically booming state with an enviable corporate presence—think Boeing, Amazon, Microsoft, and Costco, among others—and a compelling land-grant mission focused on the STEM disciplines, WSU is well poised for a robustly successful future.

The University seeks an experienced, talented, and exceptional leader to play a key role in securing this future and to serve concurrently as vice president for advancement for the University and chief executive officer of the Foundation (VP/CEO).

In 2015, WSU and the WSU Foundation successfully completed a \$1 billion comprehensive campaign, which set the table for an even more expansive campaign effort in the near future. The VP/CEO will have the opportunity to plan and execute that effort from inception to success, working in concert with an experienced president, a highly motivated Foundation board, and a staff that is galvanized by their success to date. Still, there is much to be accomplished, including especially the need for inspirational strategic and operational plans, the continued effort to educate the University's constituents about the importance of philanthropic support, a significant enhancement to the principal gifts program, and highly accelerated efforts to engage with those successful and supportive corporate neighbors. Clearly, while much has been accomplished, much remains for the new leader to contribute to this outstanding institution.

To accomplish these many objectives, the VP/CEO must be an advancement professional of considerable skill and experience. The successful candidate will be an agent of change who demonstrates comprehensive campaign experience at the leadership level, a compelling track record as a principal gift fundraiser, and ten or more years of progressively successful leadership experience, preferably in an institution of similar or greater complexity. Preference will be given to candidates with familiarity with research universities, understanding of asset and endowment management, academic medical philanthropy experience, strong alumni relations bona fides, experience in a strong advancement model, and an understanding of how to motivate distributed workforces. Resonance with the University's land-grant mission, superior communications and relationship-building skills, unimpeachable integrity, and a bachelor's degree are absolutely required (advanced degree preferred).

Seldom does an advancement professional receive the opportunity to make such a substantial, historical contribution to an institution at this level of attainment and prominence. Leaders with a passion for moving the needle at great institutions are encouraged to apply.

For information regarding how to make a nomination or express personal interest in this position, please see the section entitled "Procedure for Candidacy" near the end of this document.

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### OPPORTUNITIES AND EXPECTATIONS FOR LEADERSHIP

Among the many opportunities the vice president and CEO will have to make an impact on WSU and the WSU Foundation, the following represent some of those by which performance will be judged during the first few years of his or her tenure. They are presented here in no particular order of importance.

#### LEARN THE CULTURE AND UNIFY THE OPERATION

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Washington State University enjoys a strong and cohesive culture that in large measure reflects its land-grant mission. WSU alumni—Cougars—are passionate in their support of their alma mater and protective of its mission, values, and community. The new VP/CEO will work diligently and intently to learn the norms and folkways of this culture and the myriad ways in which it may be brought to bear in the development of alumni relations, prospect engagement, gift opportunities, and the case for support. Because personal relationships are central to the University's culture, the VP/CEO will begin immediately to meet and to connect with key players from across the University, forming sincere, lasting relationships.

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As WSU has grown—and particularly as it has expanded beyond the Pullman campus during the last 25-plus years—it has become more challenging to operate on the basis of a common set of goals and approaches. The new VP/CEO will build relationships across the entirety of the University, including its four campuses outside Pullman and its considerable presence in Seattle, with an eye toward enhancing communication, embracing common practices and procedures, enabling increased collaboration and coordinating efforts. WSU intends to be one university with multiple campuses; the VP/CEO will play a primary role in making this approach manifest.

#### PLAN STRATEGICALLY AND OPERATIONALLY

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As the new VP/CEO learns the territory, the need for both strategic and operational plans for the Foundation will become increasingly evident. The VP/CEO will work closely with Foundation and University leadership to articulate a plan that will provide a guide star for all operations across the institution. A fresh look at operations, policies, and protocols will be critical to ensure that the entire enterprise is aspiring to best practices in every phase of its efforts.

Of particular significance in this regard is the financial status of the organization. Advancement at WSU—both within the Foundation and within those units that have invested of their own resources in the enterprise—is chronically understaffed. The Foundation is also currently preparing for a major IT and database upgrade and conversion, to which it has committed considerable current and anticipated funding. The Foundation will benefit from a new 5 percent advancement fee on gifts that begins with the new fiscal year on July 1, 2017, but funding will continue to be tight for the foreseeable future. The VP/CEO, then, must plan to allocate resources to the most productive activities for long term success while advocating for additional support through a planning process that expresses the potential return on investment.



## LEADERSHIP PROFILE

### BEGIN PREPARING FOR THE NEXT CAMPAIGN

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The VP/CEO will join WSU at an optimal moment. Having surpassed the \$1 billion goal of its most recent campaign in 2015, the University and the Foundation stand poised to plan the next effort. President Schulz's concept is that the institution and its new leadership will take approximately two years to plan and to prepare for the next campaign effort, thus entering the quiet phase of fundraising at some point around the year 2019. The conceptualization, planning, and execution of the campaign effort—and the interim period leading up to it—are entirely the bailiwick of the new VP/CEO, who will begin almost immediately to articulate the resource needs for a campaign of considerable size—certainly greater than the amount raised during the recently completed effort—and the overarching aspirations of this new effort. The new VP/CEO may anticipate that two initiatives will be primary in campaign planning: the *Drive to Twenty Five*—WSU's vision to be recognized among the nation's top 25 public research universities by 2030—and the need to build the institution's endowment from its current approximately \$460 million to \$1 billion or more.

WSU's first campaign ended in June 1997. Counting for the second campaign was begun in July 2006. It was nine years between the first comprehensive campaign to the commencement of this most recent \$1 billion effort. As a result of the nearly decade-long gap between campaigns, the donors and volunteers are unaccustomed to the pace of the modern advancement program and may feel more campaign fatigue than might be expected in other environments. The VP/CEO will undoubtedly spend a significant amount of time and energy educating both internal and external audiences regarding best practices for campaigning and both the necessity of and best approaches to aggressive campaigning at the state of the art.

### FOCUS ON PRINCIPAL GIFTS

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Washington State's most recent campaign was extraordinary in many ways, one of which is the nature of its gift pyramid. In raising more than \$1 billion, the University and the Foundation received only three gifts of \$20 million or more, and the largest gift was \$32 million. Remarkably, the institution received gifts ranging from \$1 million to \$20 million from 148 donors during the campaign, laying the groundwork for substantial growth in the area of principal gifts. The VP/CEO will from the outset begin to organize around principal gift prospects, allocating substantial personal time to that effort and allocating staff and other resources to ensure the most effective approach to these critical prospects.

Among the University's and the Foundation's key prospects for principal gifts and other forms of support are a number of corporations based in the state of Washington. The Seattle area is home to many of the world's most successful companies, including Boeing, Microsoft, Amazon, Costco, Starbucks, and many others. Historically, WSU has received less support from these corporations than the institution feels is their potential given their geographic proximity and the common interests of the organizations. Thus, there would appear to be considerable potential in building broad-based relationships—including but extending far beyond advancement—with these corporations. The VP/CEO will assume a leading role in working across the University to create and nurture multiple points of contact with key corporations and to build strategies to optimize their support of and engagement with Washington State University.



## LEADERSHIP PROFILE

### OPTIMIZE SUPPORT OF PAN-INSTITUTIONAL INITIATIVES

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At present, the predominant proportion of WSU's fundraising occurs at the school/college/unit level. This will be enhanced in the years to come as the University continues to hire deans and other unit heads with fundraising acumen and incentivizes them to raise external funds. While this approach has been and is extremely successful, it has also led to the creation of silos within the advancement program as well as enabling some prospects to give less than is their full capacity. The VP/CEO will work from the first to elevate the expectations of deans, unit directors, and their advancement staffs in terms of working collaboratively across the University, especially in regard to principal gift prospects, whose interests typically transcend individual disciplines.

WSU President Kirk Schulz will be the VP/CEO's champion in this effort. A seasoned fundraiser himself, President Schulz benefits from a comprehensive understanding of advancement at the level of best practices and is committed to nurturing the big ideas and challenging the big problems that often inspire the largest gifts. In addition, the University has several initiatives underway that would benefit greatly from direct support from the Foundation and moral support from across the institution. Perhaps the best example is the nascent Elson S. Floyd College of Medicine. This initiative is critically important to the state of Washington and its citizens as well as to the advancement of the University as a teaching, research, and service institution. Given the potential for the state-wide college of medicine and the other health sciences-focused colleges on the Spokane campus, a significant investment of time and effort in support of this initiative should significantly benefit WSU in the long run.

### ENHANCE THE CULTURE OF PHILANTHROPY

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Cougars love their university. One metric in support of that statement is the number of WSU vanity license plates sold in the state. Washington has sold more WSU license plates than those of the state's other public universities combined. While that love is palpable and fully on display in myriad settings, it does not translate directly into giving, as witnessed by an alumni giving rate of 14 percent. Given the University's relatively late entry into the fundraising arena (1979) and the nature of its public, land-grant mission and status, it is widely assumed that the rate of giving, relatively modest as a function of school spirit, is in large measure due to a lack of understanding on the part of WSU audiences about the importance of philanthropic support, particularly in the current economic environment. The VP/CEO will play both a personal and an organizational role in elevating the critical role that philanthropy can and does play in the fortunes of this beloved university.

In what must be a comprehensive, university-wide effort, two opportunities in particular stand out. The first is an enhanced program of alumni relations. The University's independent alumni association is active and successful, and its professional staff report to the VP/CEO. Building on considerable recent success reaching out to alumni and bringing more of them to events and other touch points, the VP/CEO, staff, and volunteers are well positioned to utilize alumni communications and programming to help convey the importance of support of all types—including but not limited to financial support—for the University. Corollary to this approach will be work with the current student body. WSU does not at this time have a vehicle for current students to become involved with alumni relations and programs designed to inculcate students to the world of charitable giving are limited. These opportunities are available to the new VP/CEO.





### QUALITIES AND QUALIFICATIONS OF THE IDEAL CANDIDATE

The Vice President for Advancement and CEO of the WSU Foundation will first and foremost be a leader who demonstrates unimpeachable integrity, superb judgment, considerable creativity, and a passion for the University's land-grant mission. The VP/CEO will be a successful advancement professional of considerable experience and success. Comprehensive campaign experience at the leadership level, and a track record as a principal gift fundraiser is required, as is a bachelor's degree; an advanced degree is preferred. Considerable understanding of the nature of land-grant research universities and the academic enterprise will be a distinct advantage, as will familiarity with academic medical philanthropy. Experience in one or more institutions with multiple delivery sites and a distributed workforce will be of particular value.

The VP/CEO will play a public role on behalf of the Foundation and the University, regularly acting as proxy for President Schulz and other University leaders in public settings and in the media. As a result, the VP/CEO will be a superior communicator, including the ability to hold an audience from the podium, to make a positive impression in the media, and have the courage to stand true to one's convictions. The VP/CEO's primary location will be on the Pullman campus. However, considerable travel is required, and the University will provide permanent living arrangements in Seattle in anticipation of the VP/CEO's regular presence in that market. He or she will also make a point of being physically present on each of WSU's campuses as occasions dictate.

While the VP/CEO's principal activities will be external to the Foundation and the University, the candidate of choice will demonstrate considerable leadership experience and acumen, including the ability to motivate and reward a highly creative and successful staff in an environment of similar or greater complexity. Familiarity with asset management and endowments is highly preferred, and a strong track record of planning at the strategic and operational level, along with excellent budgetary skills and experience is required. Candidates with experience in a strong advancement model, and particularly those with strong bona fides in alumni relations, will be at a considerable advantage. A sound understanding of technological applications, including social media, is highly preferred.

Leaders who thrive on openness, transparency, and collaboration will be particularly successful at WSU. As would be expected of an advancement professional, the candidate of choice will possess superior communication, mentoring and relationship-building skills as demonstrated by the ability to relate to a wide array of people from Fortune 500 CEOs to newly minted graduates, engineers, doctors, farmers, students, young alumni, deans, faculty members, board members, and local and state political leaders. The VP/CEO will be an agent of change, capable of articulating successfully for and implementing new approaches within an already-successful environment. Thus, the central attributes of leadership—integrity, aspiration, emotional maturity, judgment, creativity, authenticity, decisiveness, prodigious energy, courage of convictions, tolerance for ambiguity, inclusivity, and a sense of humor—are required.

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*The VP/CEO  
will be an  
agent of change*



### WASHINGTON STATE UNIVERSITY: AN OVERVIEW

Founded as the people's university in 1890, Washington State University fulfills that commitment by transforming lives through education, research, and community outreach. Now in its 127th year, WSU delivers 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 more than 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 residents.

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

### RECENT ACCOMPLISHMENTS: POISED FOR UNPRECEDENTED OPPORTUNITIES

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WSU is steadily progressing toward its vision of becoming one of the nation's leading land-grant institutions. Near the end of the first year of his tenure, President Kirk Schulz noted a number of milestone achievements from the just-concluded academic year, including:

- The new Elson S. Floyd College of Medicine was accredited in fall 2016. The medical school will welcome its inaugural class of 60 medical students in August 2017—changing the face of health care in Washington.
- The world's first commercial flight using the woody debris left over from logging operations took place in November. The biojet fuel that powered the flight was developed by a consortium led by WSU and included partners Alaska Airlines and Weyerhaeuser, among others.
- *Money* ranked WSU No. 1 among publics and No. 4 nationally among all colleges for the value it adds to the student experience.





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- The University enrolled 30,142 students fall semester, setting a record and topping the 30,000-student milestone for the first time. Growth occurred throughout the WSU system.
- A WSU rabies team helped vaccinate more than 100,000 dogs during 2016 in a vaccination zone in and around Serengeti National Park in northern Tanzania. Scientists from WSU's Paul G. Allen School for Global Animal Health are playing a vital role in the World Health Organization's effort to eradicate human rabies from the planet by 2030.
- Cosmic Crisp, the new apple variety bred by WSU tree fruit breeders, is on track to become the largest launch of any apple variety in the world.

### STATEWIDE REACH: SERVING CITIZENS ACROSS WASHINGTON, AND BEYOND

WSU fulfills its mission as Washington's land-grant research university by reaching out. The University's statewide educational enterprise has expanded in recent years to better meet the needs of Washington's growing economy and population, delivering knowledge and the benefits of research activities to people throughout the state.

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, is located on the campus of Everett Community College (EvCC). A state-of-the-art, Washington State University facility is currently under construction across the street from EvCC and will open in the fall of 2017. The **Global Campus**, founded in 2012, offers degrees worldwide in an online environment.

The University launched a college of medicine in 2015 to expand access to health care in underserved areas of the state and to give more Washingtonians an opportunity to earn a medical degree without leaving the state. The Elson S. Floyd College of Medicine is Washington's community-based medical school co-located statewide at WSU campuses in Spokane, the Tri-Cities, Vancouver, and Everett. The Floyd College of Medicine welcomes its inaugural class of medical students in August 2017.

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

#### WSU ENROLLMENT, FALL 2016

UNIVERSITY-WIDE	30,142*
PULLMAN	20,193
SPOKANE	1,493
TRI-CITIES	1,868
VANCOUVER	3,426
WSU NORTH PUGET SOUND AT EVERETT	189
GLOBAL CAMPUS	2,973

\*2017 headcount enrollment reporting is based on the federal Integrated Postsecondary Education Data System (IPEDS) definition, which excludes students enrolled exclusively in Education Abroad (E.A. 300 class), Cooperative Agreement, and for audit only.



## LEADERSHIP PROFILE

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### 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

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### AN ECONOMIC ENGINE

*WSU's presence  
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Washington.*

WSU is a major driver of Washington's economy, contributing well-trained graduates to the workforce and partnering with many of the state's leading industries, including agribusiness, aerospace, health care, software, and construction to conduct research. The University's presence is felt in every county and community in Washington, and its reach and impact extend around the world.

Among the examples:

- Washington's more than \$6 billion tree fruit industry leads the nation in production of apples, pears, and sweet cherries, thanks in part to WSU research and support.
- About 15 percent of the \$850 million annual North American market for wood-plastic composite decking products derives from research conducted at the WSU Composite Materials & Engineering Center.
- WSU's partnership with grape growers and winemakers helped create Washington's \$8.6 billion a year premium wine grape industry.

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.

The University is directly 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.

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### RESEARCH THAT MATTERS

Annual research expenditures totaled \$333.1 million in fiscal year 2015, placing WSU in the top 11 percent of public universities nationally for research funding. Capitalizing on WSU's fundamental and applied research strengths, the University's research agenda is sharply focused on addressing [Grand Challenges](#) in health, sustainability, smart systems, national security, and opportunity and equity.



## LEADERSHIP PROFILE

WSU researchers team with scholars around the world—as well as federal and state agencies, national laboratories, business and civic leaders, and philanthropists—to target critical national and global problems. This commitment to public service grows from WSU's land-grant mission, which makes service to society a top University priority. In turn, WSU's research strengthens communities across Washington and around the world and enables students to see firsthand how to advance knowledge—and enjoy the adventure of discovery.

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### A RECOGNIZED LEADER

*U.S. News & World Report's* 2016 "America's Best Colleges" rankings place WSU in the top 75 public national universities. WSU was one of only three Northwest universities to be placed in the top two tiers, along with the University of Washington and the University of Oregon.

WSU is one of just 115 public and private universities in the United States—out of more than 4,600—named among doctoral universities with the "highest research activity" in the Carnegie Classification (2016). The Carnegie Foundation also recognized WSU for its engagement activities with its Community Engagement Classification

The University is among the top 12 percent of research universities nationally as reported by the National Science Foundation.

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### DYNAMIC COMMUNITIES

The WSU campuses are home to a wide array of organizations and activities, including arts, music, and theater; student-run media; fraternities and sororities; recreational sports; and others. A high percentage of the University's students also participate in study abroad programs: WSU offers access to more than 600 study abroad programs in 70 countries around the world.

Intercollegiate athletics play 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." The Cougars compete in seven men's and 10 women's sports. The vast majority of home contests are played on the Pullman campus.

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### DIVERSE OPPORTUNITIES

The University deeply values diversity among its students, faculty, and staff, and the makeup of the student body for the fall 2016 semester reflected that commitment.

- About 29 percent of WSU students statewide identified as multicultural.
- First-generation students represented nearly 38 percent of the entering freshman class.
- International students represented approximately 7 percent of the student body.
- Out-of-state students represented 13 percent of the total enrollment.

WSU annually awards about \$380 million in scholarships and financial aid to approximately 17,000 undergraduate students.

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## LEADERSHIP PROFILE

### ACCOMPLISHED FACULTY

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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.

### DRIVE TO TWENTY FIVE

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*Drive to Twenty Five*, a WSU-wide initiative to achieve recognition as one of the nation's top 25 public research universities, was launched in fall 2016. Over the years, the University has experienced remarkable success preparing the workforce, solving societal challenges, and delivering wide-ranging innovations and discoveries. Recognizing that WSU must grow its reputation in step with its accomplishments if it is to continue to attract the best students, garner external research funding, and establish new partnerships, University President Kirk Schulz initiated the *Drive to Twenty Five* to guide the institution's planning and decision-making.

Through the *Drive to Twenty Five*:

***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 Twenty Five* builds on the cornerstones of WSU's institutional Strategic Plan and its two pivotal goals:

- WSU will offer a transformative educational experience to undergraduate and graduate students
- WSU will accelerate the development of a preeminent research portfolio.

Learn more about the [Drive to Twenty Five](#).

### WSU PRESIDENT KIRK SCHULZ

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President Kirk Schulz is guiding the University's transformation into one of the nation's top public research universities.

To achieve that goal, WSU launched the *Drive to Twenty Five* in the fall of 2016, an institutional commitment to achieving recognized status as one of the nation's top 25 public research universities by 2030.

A successful launch of the Elson S. Floyd College of Medicine is also high on the list of the president's priorities. Approved by the legislature in 2015, the college received national accreditation in October 2016. It will welcome its inaugural class of 60 medical students in August 2017.

#### ***National leader***

A nationally respected leader in higher education, President Schulz became the 11th president of WSU and a tenured professor in the Gene and Linda Voiland School of Chemical Engineering and Bioengineering on June 13, 2016. He previously served seven years as president of Kansas State University, where he guided KSU to significant achievements in research, enrollment, and fundraising.

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## LEADERSHIP PROFILE

President Schulz chaired the NCAA board of governors, the NCAA's highest-ranking committee, from 2014 to 2016. The board ensures that each division of the NCAA operates consistently within the basic purposes, fundamental policies, and general principles of the association.

Prior to his appointment at KSU, President Schulz served in a variety of administrative roles during nine years at Mississippi State University. As vice president for research and economic development from 2007 to 2009, he guided MSU to significant advances in landing research grants and contracts. He was dean of the James Worth Bagley College of Engineering from 2005 to 2007 and director of the Dave C. Swalm School of Chemical Engineering from 2001 to 2004. He has also served on the faculty at Michigan Technological University and the University of North Dakota.

### *Active communicator*

During his first year at WSU, President Schulz has emphasized listening to the Cougar Nation. He meets regularly with faculty, staff, students, alumni, and other members of the Cougar family—across the state and beyond—as he partners with others to build upon the University's recent successes.

The president is one of the most active college presidents nationally to communicate via Twitter, using the social media tool to connect with the WSU family and share his pride in the university. He invites others to follow him: @WSU\_Cougar\_Pres.



## ABOUT THE WSU FOUNDATION

The mission of the WSU Foundation is to promote, accept, and maximize private support for programs, initiatives, and properties of the University and its campuses. The WSU Foundation also prudently manages, invests, and stewards the assets entrusted to it by the University and its alumni, friends, and donors.

Established in 1979, the WSU Foundation was created not as an object of philanthropy itself but, rather, as the preferred mechanism through which private support is raised and managed for the sole benefit of the University. Since its inception, the WSU Foundation has raised more than \$1.7 billion in private commitments in support of WSU programs and initiatives.

## FUNDRAISING

The WSU Foundation received \$99,618,557 in private gifts, grants, and pledges to support the University during fiscal year (FY) 2016, which ended June 30, 2016. The WSU Foundation recorded an additional \$29,847,806 in revocable commitments and other contributions during this period, bringing total fundraising activity during FY2016 to \$129,466,363. During this period, the all-alumni gift participation rate was 14.3%.

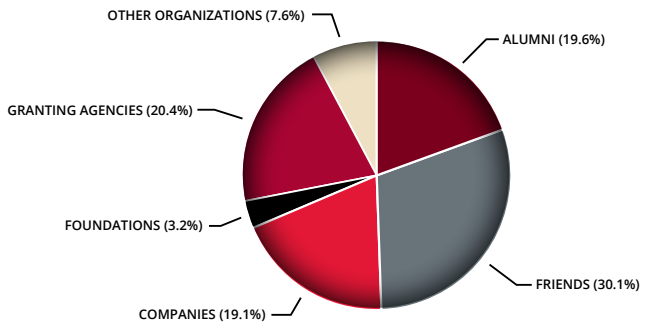
### TOTAL PRIVATE SUPPORT FY2007-2016 (IN MILLIONS OF DOLLARS)

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
PRIVATE GIFTS	37.2	52.0	36.7	33.6	44.4	42.2	50.5	55.5	78.2	67.2
PRIVATE GRANTS	26.5	22.6	23.5	25.3	56.6	27.7	26.7	25.0	28.6	26.2
PLEDGES	16.5	32.0	5.6	1.8	22.9	39.8	17.9	25.0	12.9	6.2
REVOCABLE COMMITMENTS	11.8	36.8	29.4	36.7	24.7	29.7	11.4	13.5	46.2	18.0
OTHER CONTRIBUTIONS	0	0	11.6	0.4	0.3	0.2	2.9	5.4	0.6	11.5
<b>TOTAL</b>	<b>92.0</b>	<b>143.4</b>	<b>106.8</b>	<b>97.9</b>	<b>148.9</b>	<b>139.7</b>	<b>109.4</b>	<b>124.2</b>	<b>166.5</b>	<b>129.5</b>

NUMBER OF DONORS	61,127	65,243	62,722	55,044	57,277	60,091	52,400	55,432	56,752	59,592
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### TOTAL PRIVATE SUPPORT BY SOURCE, FY2016

SOURCE	AMOUNT
Alumni	\$ 25,750,770
Friends	\$ 39,017,641
Companies	\$ 24,497,058
Foundations	\$ 4,184,066
Granting Agencies	\$ 26,193,959
Other Organizations	\$ 9,802,870
<b>TOTAL</b>	<b>\$129,466,363</b>





## LEADERSHIP PROFILE

### TOTAL PRIVATE SUPPORT BY COLLEGE, CAMPUS, AND UNIT AREA, FY2016 (IN MILLIONS OF DOLLARS)

COLLEGE/CAMPUS/UNIT	GIFTS TO DATE	NEW PLEDGES	PRIVATE GRANTS	REVOCABLE COMMITMENTS	OTHER CONTRIBUTIONS	TOTAL COMMITMENTS
CAHNRS/4-H-EXTENSION	13,548,011	356,233	11,975,008	1,293,850	0	27,173,102
ARTS & SCIENCES	2,312,915	27,611	1,514,507	0	0	3,855,033
CARSON COLLEGE OF BUSINESS	1,153,572	131,802	2,000	1,899,250	10,000	3,196,624
MURROW COLLEGE/PUBLIC MEDIA	2,493,557	55,959	1,376,220	465,000	0	4,390,736
EDUCATION	447,350	10,995	53,970	3,471,000	0	3,983,315
VOILAND COLLEGE OF ENG. & ARCH.	7,796,088	789,556	2,162,190	1,350,000	11,694,291	23,792,124
HONORS COLLEGE	269,155	4,496	0	195,000	0	468,651
ELSON S. FLOYD COLLEGE OF MEDICINE	2,338,965	486,314	1,141,234	260,000	0	4,226,514
NURSING	295,263	67,532	690,884	200,000	0	1,253,679
PHARMACY	766,428	9,679	1,037,460	100,000	0	1,913,566
VETERINARY MEDICINE	4,804,875	29,562	4,959,837	6,372,405	0	16,166,677
WSU SPOKANE	95,189	76,476	-79,695	0	0	91,970
WSU TRI-CITIES	691,695	2,057	228,493	0	0	922,245
WSU VANCOUVER	748,396	73,937	304,535	20,000	0	1,146,867
COUGAR ATHLETICS	7,420,212	2,918,119	0	30,000	107,671	10,476,002
GRADUATE SCHOOL	364,422	0	179,733	0	0	544,154
INTERNATIONAL PROGRAMS	90,865	3,876	75,000	0	0	169,741
LIBRARIES	108,097	1,245	0	0	7,340	116,682
MUSEUM OF ART	615,072	897,245	0	27,000	0	1,539,317
STUDENT AFFAIRS & ENROLLMENT	18,547,041	163,945	481,861	2,300,000	0	21,492,847
GENERAL UNIVERSITY SUPPORT	2,319,186	91,606	90,724	45,000	0	2,546,516
<b>FY2016 ANNUAL TOTALS</b>	<b>\$67,226,352</b>	<b>\$6,198,245</b>	<b>\$26,193,959</b>	<b>\$18,028,505</b>	<b>\$11,819,301</b>	<b>\$129,466,363</b>

### CAMPAIGN FOR WSU: PAST SUCCESS AND FUTURE PLANNING

In 2015, the University celebrated the successful conclusion to its second and most ambitious fundraising effort to date—the \$1 billion *Campaign for Washington State University: Because the World Needs Big Ideas*—with nearly \$1.1 billion in private support commitments from more than 206,000 generous donors.

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.





## LEADERSHIP PROFILE

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.

The WSU Foundation has begun planning for the University's third comprehensive fundraising campaign with a target start for the quiet phase in 2019-20. The Vice President for Advancement and CEO of the WSU Foundation will have a unique opportunity to capitalize on the momentum built during the last campaign, and to shape the vision and strategy for WSU's largest—and one of the nation's larger—campaign efforts.

### ENDOWMENT PERFORMANCE

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The WSU Foundation consolidates all funds available for long-term investment in its Endowment Fund, with the exception of funds restricted by law or by special donor limitations. This fund is the investment pool for more than 2,130 privately endowed funds supporting a wide variety of education, research, and service programs at the University.

The investment objectives of the WSU Foundation's Endowment Fund reflect its long-term nature. It is recognized that the desire to grow endowment gifts and to produce a large, stable, and predictable payout stream involves tradeoffs that must be balanced in establishing the investment and spending policies. Considerations that shape the Endowment's objectives include:

- Producing a relatively predictable and stable payout stream to WSU's programs that are supported by endowment funds;
- Increasing the inflation-adjusted value of the endowment in the long term, while assuming only moderate risk;
- Balancing the support of present and future generations of students and faculty.

WSU seeks to achieve these investment objectives by diversifying across major asset classes (e.g., marketable equities, non-marketable investments, absolute return, fixed income), as well as within each asset class (e.g., investment style, capitalization, industry).

As of April 30, 2017, the WSU Foundation Endowment's total asset value is \$458,806,090. Total return-to-date during Fiscal Year 2017 (July 1, 2016 – April 30, 2017) is 10.50%. The three-year return is 4.60%.

### DEVELOPMENT STAFFING AND OPERATIONS

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WSU's development operation is structured based on a centralized-decentralized fundraising model with approximately 122 total staff located in Pullman, Seattle, and campuses statewide. Most of WSU's approximately 75 front-line fundraisers are housed in the colleges, campuses, and unit areas in which they serve. About 60 development staff are responsible for central fundraising and administrative support functions housed within the WSU Foundation, generally either in its downtown Pullman offices or its offices in downtown Seattle. Central functions include gift accounting, finance, IT, prospect research, gift planning, annual giving, regional development, corporate relations, foundation relations, donor relations and stewardship, marketing and communications, and HR/legal.

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*The WSU Foundation has begun planning for the University's third comprehensive fundraising campaign.*



## LEADERSHIP PROFILE

For more information about how WSU's development staff are distributed, please reference the organizational chart in the addendum of this document.

### **VOLUNTEER LEADERSHIP**

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The volunteer membership consists of approximately 160 Trustees who serve a critical fundraising role in support of the WSU Foundation and the University. In addition to their generous financial support, Trustees volunteer their time to serve on Foundation committees and to build relationships with prospective WSU supporters.

Twenty-seven Trustees serve on the Board of Directors, the governing board for the WSU Foundation. The Board of Directors has fiduciary responsibility for the general business and affairs of the WSU Foundation, including oversight of its property, assets, and policies.

### **FUNDING DEVELOPMENT**

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WSU development operations are funded through a combination of revenue sources, including endowment management fees, planned giving assessments, and direct support from the University and its campuses, colleges, and unit areas. This helps to ensure a diversified source of funding and leverages the momentum of current donors to attract and retain new donors to benefit even more WSU students, faculty, research, and service. See details about [fees and assessments](#).

Effective July 1, 2017, the WSU Foundation will begin assessing an advancement fee on all gifts processed, as follows:

- 5% on all gifts up to \$5 million.
- For gifts greater than \$5 million, the advancement fee will apply only to the first \$5 million of the total gift. The maximum amount of the advancement fee assessed on a single gift shall not exceed \$250,000.





### ABOUT THE WSU ALUMNI ASSOCIATION

The Washington State University Alumni Association (WSUAA) was formed in 1898 with a mission to “secure a greater unity among the graduates of the college in perpetuating love for our Alma Mater, contributing to its general welfare, and maintaining fellowship among ourselves.” Some 119 years later, the WSUAA is a vibrant,



modern 501(c)(3) non-profit corporation with a staff of 14, a focused and dedicated 18-member Board of Directors, and more than 50 volunteer-run chapters and clubs across the U.S. The organization is guided by its mission statement:

“The mission of the WSU Alumni Association is to provide genuine opportunities for WSU alumni and friends to become involved and engaged with the University and to assist them in making a positive difference for Washington State University.”

The WSUAA maintains a written operating agreement with WSU documenting its interdependent relationship. The WSUAA is WSU’s designated “friendraiser,” focused on developing positive relationships between WSU and its alumni, former students, and friends. The WSUAA’s friendraising activities coordinate with and pave the way for successful fundraising by the WSU Foundation. All WSUAA

staff are employees of WSU’s Alumni Relations department, reporting to the Vice President for Advancement, and are assigned to execute the work of the WSUAA.

Known as the WSUAA’s “Key 3,” the three strategic objectives around which the organization is structured and upon which the WSUAA is focused are increasing membership in the WSUAA, engaging more alumni with WSU, and enhancing its financial strength. The results include:

- WSUAA membership has more than doubled, from 13,000 members in 2003 to more than 30,000 today
- The WSUAA will soon announce its next membership drive with a goal of reaching 40,000 members by 2020
- The WSUAA was the single largest source of new donors to WSU’s recently completed \$1 billion campaign
- The WSUAA’s staff and volunteers conduct more than 700 alumni events annually
- The WSUAA’s Cougar vehicle license-plate program generates more than \$600,000 for scholarships each year. It’s the largest specialty plate program in the state with more than 22,000 crimson plates on the road
- The WSUAA prides itself in consistently achieving clean audits and balanced budgets
- The WSUAA operates and maintains the beautiful Lewis Alumni Centre on the Pullman campus



### ABOUT PULLMAN, WASHINGTON

Pullman is one of the quintessential college towns in the United States. With a population of about 32,000 residents, Pullman combines big city amenities, culture, and services with a small town friendliness that endears it to visitors and residents alike.

#### LOCATION

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Pullman is located in southeast Washington, near the Idaho border, among the rolling, picturesque hills of a geographical area known as the Palouse. *National Geographic* once dubbed the region “a paradise called the Palouse,” due its natural beauty.

The area is notable for its production of wheat and legumes. In addition to serving as the main campus of Washington State University since 1890, Pullman is the international headquarters of Schweitzer Engineering Laboratories, a world leader in the design and manufacture of products for protecting and managing electric power systems.

Spokane, the second-largest city in Washington, is 75 miles north of Pullman. The University of Idaho is located in Moscow, Idaho, just seven miles east of Pullman.

#### STANDARD OF LIVING

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Pullman offers an unparalleled standard of living. The town and its neighboring communities offer a modest cost of living, low crime rates, and access to outstanding parks and recreation facilities. Pullman also boasts one of the highest percentages of graduate degrees among U.S. micropolitan areas. The city is a great place to raise children, as the public schools are regularly recognized among the best in the state and enjoy a high level of community support. Due to all of these factors, *Bloomberg Businessweek* selected Pullman as the “Best Place to Raise Kids” in Washington in 2011.



## LEADERSHIP PROFILE

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### RECREATION

Pullman and the surrounding area provide a haven for outdoor enthusiasts. Among the opportunities: hiking, fishing, bike riding, camping, skiing, swimming, boating, field sports, and photography. Residents enjoy 17 distinct parks and natural areas encompassing more than 145 acres as well as more than 15 miles of pathways to walk, run, or bike—truly a community of parks and paths. The Palouse Ridge golf course on the WSU campus, which debuted in 2008, was rated the second best college golf course by *Links* magazine. Palouse Falls and Boyer Park on the Snake River are just two of the recreational areas located a short drive from the city.

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### MAJOR COMMUNITY EVENTS

Since 1989, Pullman has been home to the National Lentil Festival, a major community event celebrating the lentil legume grown in the surrounding region. The festival features a lentil cook-off, Friday night street fair, Saturday parade and music in the park, and more. It is held on the August weekend before fall semester classes start at WSU.

The Pullman Chamber of Commerce sponsors a major community celebration on the Fourth of July. Live entertainment, a barbecue, and fireworks show highlight the festivities.

Both Pullman and Moscow host popular Farmers Markets from May to October.

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### BUSINESS ENVIRONMENT

Life on the Palouse is changing. The once largely agricultural center has given birth to a new wave of technology giants like Schweitzer Engineering Laboratories and other smaller technology companies like Decagon Devices and Amplicon Express. Those businesses bring jobs and an influx of people and supporting businesses.

Shopping and dining options in Pullman are bountiful. From world-famous Ferdinand's Cougar Gold Cheese to small boutique shops, the city offers a variety of dining, lodging, and shopping options. The historic downtown area is home to locally owned businesses, arts and cultural events, and a wide range of community activities.

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### CLIMATE

Pullman offers four spectacular seasons and shifting rhythms of warmth, light, and color. The warmest month is August, with an average daily high of 82 degrees, while January is the coldest month with an average daily high of 35 degrees. Pullman averages 21 inches of precipitation annually. Snowfall amounts vary greatly from year-to-year, but snow typically occurs between December and February.

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*Pullman and the surrounding area provide a haven for outdoor enthusiasts.*



## PROCEDURE FOR CANDIDACY

Washington State University has retained the services of Witt/Kieffer to assist with this search. The search will be conducted with respect for candidates' desire for confidentiality.

Review of applications, nominations, and expressions of interest will begin immediately and continue until an appointment is made. For full consideration, applicants should send a cover letter, resume or curriculum vitae, and the names and contact information of five references. References will not be contacted without prior knowledge and approval of candidates.

Communication concerning this search may be sent to Dennis Barden and Suzanne Teer, the Witt/Kieffer consultants partnering with Washington State University in this endeavor, via email at [WashingtonStateVPACEO@wittkieffer.com](mailto:WashingtonStateVPACEO@wittkieffer.com).

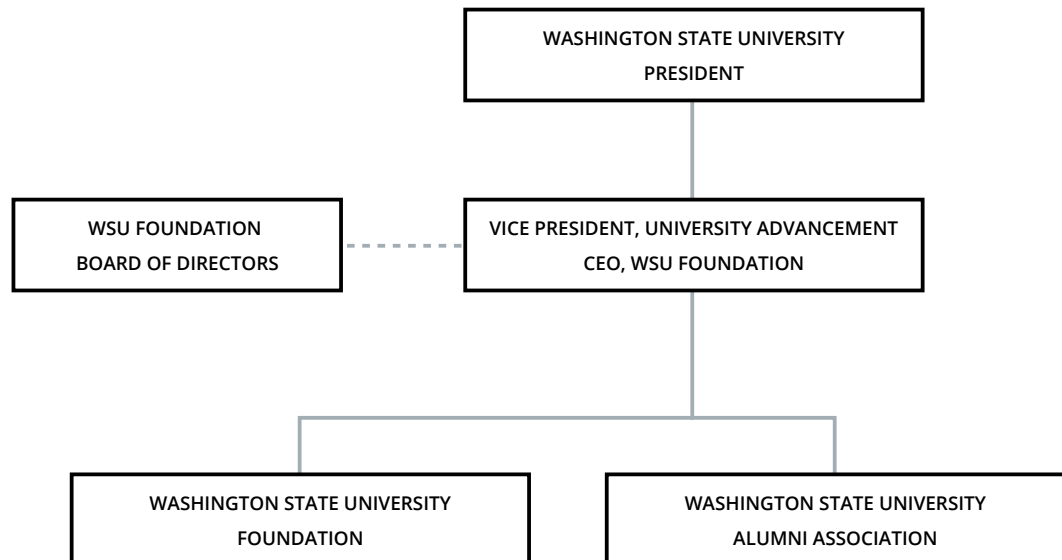
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*WSU is an equal opportunity/affirmative action educator and employer. Members of ethnic minorities, women, protected veterans, persons of disability, and/or persons age 40 and over are encouraged to apply.*



APPENDIX:  
WASHINGTON STATE UNIVERSITY ORGANIZATIONAL CHARTS

UNIVERSITY ADVANCEMENT  
ORGANIZATIONAL CHART







Washington State University  
Office of Alumni Relations  
Organizational Chart

June 2017

