La Grande, Oregon

President

Leadership Profile

CONFIDENTIAL

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October 2014

This Leadership Profile is intended to provide information about Eastern Oregon University and the position of President. It is designed to assist qualified individuals in assessing their interest in this position.
Eastern Oregon University (EOU) seeks nominations, applications, and expressions of interest for the position of President. Founded in 1929 as a teacher’s college under the name Eastern Oregon Normal School, 85 years later, EOU is still committed to providing high-quality educational opportunities to underserved students who largely reside in the Eastern Oregon region.

Located in La Grande, Oregon, EOU sits at the base of the picturesque Blue Mountains, about half way between Portland, Oregon and Boise, Idaho. It has evolved into a regional residential and distance education institution that combines a strong emphasis on access and quality, and offers excellent educational opportunities for residents of rural communities dispersed over the large geographical region of Eastern Oregon, southeast Washington, and western Idaho. With a student body of nearly 3,700 students, about 1,500 students attend classes at the main campus in La Grande. EOU was an early adopter of distance and online education in an effort to extend its reach to the many rural communities throughout the region, state, and country. Over half of all students matriculate beyond the boundaries of campus through its distance and online education courses. This includes high-ranking and award-winning online programs. For example, EOU is in the number one position on a national list of 50 colleges and universities offering online bachelor’s degrees in business and is the recipient of the “Best Online Bachelor’s in Business: Students Before Profits Award.”

For students enrolled on-campus, EOU provides a learning environment that takes full advantage of modern facilities, updated classrooms, and state-of-the-art lab space. EOU is a campus that combines the beauty and functionality of its physical plant with a passionate, caring, and distinguished faculty who take pride in the close interaction with and mentoring of students.

The next President of EOU will have the opportunity to lead the future development in a way that leverages and repositions current institutional assets to meet the future demands and needs of the campus and evolving region. She or he will be intimately involved in shaping the governance structure of the institution as it shifts from reporting to a centralized system (OUS) to a newly formed independent board, which officially assumes fiduciary and other responsibilities on July 1, 2015—the date on which the OUS dissolves. EOU’s next President must be someone who can build productive and meaningful relationships with the campus community and region; demonstrates an understanding of enrollment trends and their impact on rural campus environments; possesses deep financial acumen and is knowledgeable about twenty-first century funding and financing models; and has a track record of successful fundraising results from various external sources, including from grants, contracts, government
agencies, public-private partnerships, and donors. A terminal degree is desired, as is experience in senior higher education leadership. EOU seeks a President with the credentials and professional accomplishments that will earn the respect of the community, evidence of leadership and administrative accomplishment, a collaborative approach to enterprise management, and the interpersonal qualities and characteristics to develop and sustain productive relationships with the campus, surrounding community, and government officials throughout the state.

For more information on how to apply, see the section entitled “Procedure for Candidacy” at the end of this document.

Opportunities and Expectations for Leadership

**Sustainable Business Model for the Future**

As a regional campus, Eastern Oregon University provides educational opportunities to mostly underserved students dispersed throughout a large geographic region of Eastern Oregon. Approximately 80 percent of its students are Pell Grant eligible. An early adopter of online and distance education, it has historically relied on tuition paid by students at a distance as a major source of revenue to fund operations. Student enrollment has declined over time in part due to contraction of the natural resource-based economy once a primary driver of economic growth and job creation. Although online programs remain popular, revenue from these programs is not enough to sustain the financial health of the institution. Furthermore, state support continues to decline and fundraising from alumni and friends does not offset the decline in budget resources.

The next President will have the opportunity to work with a new governing board to create a sustainable funding model that drives the institution toward prosperity. This is a unique opportunity for an entrepreneurial, dynamic president to have a major impact on the future of both the institution and the region, which are inextricably linked. Many opportunities exist for new sources of funding, including through grants and contracts, community and business partnerships, increasing student enrollment, and more.

**Governance Transition**

The next President will lead EOU through the transition of a state organized system that has historically governed all public Oregon colleges and universities, to a campus-based governance model with its own newly appointed board dedicated to EOU. EOU’s new board will begin governing on July 1, 2015, and the new President will work with the board to define and establish its role, how it will work with the President, and how it will govern and support the University. It will be important for EOU’s next President to develop the board’s affiliation and relationships with the campus and its constituencies. The President will collaborate with the
board to advocate for EOU within a state system that will be much more decentralized, and potentially more competitive; address future union negotiations; review and establish policies; secure financial support from alumni, friends, businesses, and other entities; and ensure the campus is well-positioned financially for future sustainability.

The newly formed Higher Education Coordinating Commission (HECC) will serve as the state entity that governs all higher education matters and has initiated new outcome-based funding models for state institutions. The President will work closely with the Board to advocate for funding and other support through HECC.

**Enrollment Strategy**

EOU has faced a confluence of challenges that has led to a decline in enrollment. The incoming President must consider new strategies and tactics that address the changing demographics and enrollment trends of Eastern Oregon and the state. An enrollment plan must be developed that considers various options and possibilities, such as:

- Becoming the first Hispanic Serving Institution (HSI) in the state and implementing methods for attracting more students from the growing Hispanic population.

- Investing in STEM-related programs to attract students who have an interest in science and technology, as well as through new sources of revenue STEM programs can leverage.

- Building connections and partnerships with K-12 schools and community colleges that are focused on addressing future workforce needs.

- Increasing the pipeline of students through the Eastern Promise, a program that offers college credits to high school students in rural communities throughout the Eastern Oregon region. These students are taught by teachers with master’s degrees who reside and teach in these communities rather than importing higher paid instructors.

- Taking a leadership position on the establishment of a Center for Rural Studies, envisioned as a body that will help plan and facilitate a curricular transformation and a focus on a more applied pedagogy, civically engaged students and faculty in service to the region and to communities responding to the challenge of change in the 21st Century.

- On Nov. 14, 2014, Eastern Oregon University announced a new initiative called the Eastern Oregon Advantage. For new freshmen enrolling into this program for fall 2015, EOU will freeze the tuition rate for four years, guarantee they can take classes needed to graduate in four years, provide enhanced training and access to financial aid programs and upon graduation, provide assistance in finding a job. In return, students sign up for and complete the requisite credits each term and maintain an acceptable grade point average. Upon getting a job, alumni of this program are expected to give back to EOU in the form of
donations to a scholarship fund or by volunteering with the alumni association. Additional information is available at http://www.eou.edu/advantage.

**Build Campus and Community Relationships**

Eastern Oregon University and the city of La Grande are closely connected. La Grande is a small, rural community with a population of just over 13,000 people. It is a welcoming environment that maintains strong values focused on family, community engagement, and support of each other and the community as a whole. EOU’s next President must be willing to develop meaningful and productive relationships throughout the community and region, across campus, and with business and civic leaders. These relationships will be crucial for successfully carrying out a vision and strategic plan for the campus and demonstrating how this plan will impact the local community and Eastern Oregon region. She or he will be expected to attend community events and activities on a regular basis and serve as a leader of the community and region in ways that extend beyond the immediate interests and concerns of the campus. The next President should be someone who is comfortable working in small, rural community environments. Furthermore, the President should be comfortable working directly with students and demonstrating support by attending numerous campus and community events. She or he will not be alone in this endeavor – the Center for Rural Studies is envisioned as a key organizational innovation for enhancing EOU’s capacity to fulfill its regional mission.

**Fundraising, Marketing and Promotions**

There are numerous outstanding programs, distinguished faculty, demonstrated success in its graduates, and immediate needs for scholarship funding that could combine into a strong case for support. EOU would like to take a more proactive approach at marketing its programs and broadly promoting its successes. The next President will benefit from developing a more comprehensive and robust advancement program focused on marketing, communications, public relations, alumni relations, and fundraising. Engaging academic leaders in the marketing and fundraising process, including deans and faculty, will be important. With a current endowment of approximately $5 million, the campus must do more to build relationships, create awareness, and ultimately generate external funding support.

There are many compelling stories to tell about Eastern Oregon University and the significant impact it has on its students. The campus is in need of a renewed marketing and communication plan that will help to promote its successes, tell its story in a meaningful and impactful way, and market its educational opportunities to a broader audience within the region and beyond. A more robust communications and marketing effort will positively impact student enrollment and retention efforts. The next President will be expected to be a visible and compelling spokesperson, legislative advocate, and savvy fundraiser in an effort to grow the endowment and increase economic development opportunities for the campus, local community, and Eastern Oregon region.
The Role of the President

Reports To: Eastern Oregon University Board of Trustees

The President is the Chief Executive Officer of Eastern Oregon University and is responsible for general administration of internal and day-to-day operations in all areas of the University, the interrelation of the Board and the internal affairs of the University, and relations between the University and the greater academic and regional communities. She or he sits on the Board as an ex-officio member without a vote.

The President initiates and oversees all internal strategic, academic, physical-plant, programmatic, personnel, and fiscal planning. She or he is responsible for presenting the image and programs of the University to the general public and accreditors and for efforts to advance the quality and fortunes of the institution, as well as for ensuring competent, ethical performance on the part of all University personnel.

The President has the authority to make ordinary personnel, programmatic, and day-to-day purchasing decisions but seeks Board approval for the following: major capital expenditures; any program changes and additions that require accreditor endorsement; the awarding to individuals and organizations of the right to name selected University assets; sale or disposal of any of the University's real assets; creation of executive administrative positions at or above the level of Vice-President. She or he places the University Mission and the education, development and welfare of EOU students above all other interests.

The President of EOU has an executive staff which includes the following positions:

- Provost and Senior Vice President for Academic Affairs
- Vice President for Advancement & Executive Director of the Foundation
- Vice President for Finance and Administration
- Vice President for Student Services
- Director of Athletics
- University Counsel/Board Secretary (search underway)

For more information on the organizational structure, please visit: https://www.eou.edu/hr/files/2014/08/Org-Chart-2014.pdf
Professional Qualifications and Personal Qualities

EOU’s next President must be a leader with a commitment and passion for higher education in a rural setting and possess demonstrated experience, knowledge, vision, and interpersonal skills to lead a complex organization. In addition to these qualities, the next President should have the following:

- Senior level academic management and administrative experience;
- A strong understanding of the academic environment and a knowledge of the importance of shared governance;
- Excellent finance and budgeting skills with experience developing long-term financial sustainability funding models;
- Strong fundraising experience with alumni, friends, corporations and foundations, as well as government relations experience and working with state legislators;
- Experience working with governing and volunteer boards and a willingness to develop and foster productive relationships with the new Board of Trustees;
- A track record for valuing and cultivating a productive working relationship with faculty;
- A healthy respect for diversity in the workplace and ongoing concern for the morale of staff and the campus community;
- Creativity, vision, and an entrepreneurial spirit with a tolerance for risk;
- A track record of specific results and accomplishments, especially as they relate to developing and implementing long-term strategic plans;
- Experience working in a rural university setting with a deep understanding of the needs of underserved, first generation students dispersed over a large geographic region;
- An understanding of online and distance education and its interconnectedness to on-campus programs;
- Experience with enrollment management, preferably in a rural university setting, and a track record of increasing enrollment and improving retention;
- Excellent problem solving skills and good judgment;
- An ability and appreciation for building close and meaningful relationships and connections with the community and surrounding region
• A deep respect for the Eastern Oregon region; an appreciation for rural university environments and its importance to the region it serves;

• Experience building strong teams as well as an understanding of working within a union environment; and

• Terminal degree preferred.
Eastern Oregon University: An Overview

Eastern Oregon University (EOU), a comprehensive, public, liberal arts institution, serves as the region’s center for education, culture, and scholarship. EOU is located in La Grande, Oregon, 259 miles east of Portland, Oregon and 177 miles west of Boise, Idaho.

EOU focuses on providing quality educational opportunities for the public good, with a strong history of offering meaningful learning experiences through teaching excellence. As a university community, EOU seeks to adapt and transform itself to the ever-changing social, political, environmental, and economic conditions that affect its ability to serve its diverse student body.

History

Founded in 1929, EOU opened as Eastern Oregon Normal School, a Teachers College. In 1939, the Oregon Legislature changed the name to Eastern Oregon College of Education. In 1956, the words "of Education" were dropped from the college's name. In 1973, the Legislature changed Eastern Oregon College’s name to Eastern Oregon State College. In 1997, Eastern Oregon State College became Eastern Oregon University.

Mission

EOU has the following mission statement:

“EOU guides student inquiry through integrated, high-quality liberal arts and professional programs that lead to responsible and reflective action in a diverse and interconnected world.

As an educational, cultural and scholarly center, EOU connects the rural regions of Oregon to a wider world. Our beautiful setting and small size enhance the personal attention our students receive, while partnerships with colleges, universities, agencies and communities add to the educational possibilities of our region and state.”

This was adopted by the University Assembly on February 3, 2004.
**Governance**

EOU employs a governance model that includes several elements. The first is the Oregon University System, which is scheduled to dissolve in July 2015, but has consisted of seven institutions for most of its existence. Over the past six years, universities in the system have developed their own governance structures and become independent. EOU, along with three other institutions, will install their first Board of Trustees and become independent on July 1, 2015. For more information on EOU’s new Board of Trustees, please visit: [https://www.eou.edu/governance/eou-governance/eou-board-of-trustees/](https://www.eou.edu/governance/eou-governance/eou-board-of-trustees/)

EOU also has two leadership councils on campus: The Faculty Senate and the University Council. These groups meet regularly with the President and executive staff. For more information on shared governance at EOU, please visit: [https://www.eou.edu/governance/](https://www.eou.edu/governance/).

**Academics and Accreditation**

EOU offers approximately 28 undergraduate degree programs, 14 pre-professional programs, and six graduate programs, through the College of Arts and Sciences, the College of Education, and the College of Business. In addition, programs in Agriculture, in cooperation with Oregon State University, the baccalaureate degree in Nursing through the Oregon Health & Sciences University, and the dental hygiene program through the partnership between EOU, Oregon Institute of Technology, and MODA Dental Hygiene College, are offered on this campus and in the region.

For more information regarding academic programs, please visit:

On campus: [https://www.eou.edu/academics/on-campus-majors-and-minors/](https://www.eou.edu/academics/on-campus-majors-and-minors/)

On-line: [https://www.eou.edu/academics/online-majors-and-minors/](https://www.eou.edu/academics/online-majors-and-minors/)

EOU has been continuously accredited since 1931 by the Northwest Commission on Colleges and Universities (NWCCU) and its predecessor agencies. In accordance with NWCCU standards and guidelines, and as part of the commission’s new seven-year cycle, Eastern Oregon University will submit its Year Five Report in the Fall of 2015.


EOU receives specialized accreditation for their business programs through the International Assembly for Collegiate Business Education (IACBE). Their teacher preparation programs are accredited through Oregon’s Teacher Standards and Practices Commission (TSPC).
**Faculty and Staff**

The faculty and staff consists of:

- 129 faculty members (includes both full-time and part-time faculty members, however, approximately 88 percent are tenured or tenure-track faculty)
- 98 administrative faculty members (includes both full-time and part-time)
- 122 staff members

These numbers do not include temporary, hourly, or adjunct employees.

**Student Body and Student Affairs**

EOU’s student body consists of 3,653 individuals, which includes 2,997 undergraduates, 211 graduates, and 445 non-degree students. The student body has the following attributes:

- Full-time students: 1,898
- Part-time students: 1,755
- International students: 50
- Countries represented: 15
- Faculty-to-student ratio: 21:1

EOU enjoys a vibrant and close-knit intellectual community comparable to the environment in a small liberal arts college. In addition to the educational amenities of being in the classroom, EOU offers more than 50 active student groups on campus, including 10 diversity-focused clubs. These organizations include but are not limited to:

- Army ROTC
- Chemistry Club
- Choral groups
- Concert band
- Dance
- Drama/theater
- International student organizations
- Jazz band
- Literary magazine
- Music ensembles
- Musical theater
- Pre-Professional Clubs
- Radio station
- Student government
- Student newspaper
- Symphony orchestra

For more information regarding student activities at EOU, please visit: [http://eou.orgsync.com/](http://eou.orgsync.com/).

**Diversity**

EOU values diversity on its campus. As part of this effort, they have created the Diversity Committee, “to advise the University President and University Council on matters related to diversity; to formulate and implement diversity policy, including a campus-wide diversity plan, and review existing policy, particularly handbooks; to promote public education, collaboration, and special events; to assess achievement of strategic plan objectives related to diversity; to serve as an advisory resource for the campus community on diversity issues; and, to support changes in the curriculum related to issues of diversity.”

Their mission is “to promote mutual respect, participation, and inclusiveness in all aspects of the university community, both on and off-campus. Our mission directly supports the overall mission of the university to encourage responsible and reflective action in a diverse and interconnected world.”

For more information on diversity at EOU, please visit: [https://www.eou.edu/diversity/](https://www.eou.edu/diversity/).

**Intercollegiate Athletics**

Mascot: Mountaineers
Division: National Association of Intercollegiate Athletics (NAIA)
Conference: Cascade Collegiate Conference and Frontier Conference (Football Only)

Men’s Sports: Basketball, Cross Country, Football, and Track and Field (men’s soccer added for fall, 2015)
Women’s Sports: Basketball, Cross Country, Soccer, Softball, Track and Field, Volleyball

For more information on EOU’s athletics, please visit: [http://www.eousports.com/index.aspx](http://www.eousports.com/index.aspx)

**Club Sports**

In addition to intercollegiate and intramural sports, EOU has an active club sports community. These clubs include but are not limited to:

Rodeo Club - their mission is to serve the rodeo community and provide an outlet for student opportunities within college and professional rodeo(s).

Nerf Club – their mission is to improve the fitness of all members and guests as well as provide a safe outlet for academic stress.
Climbing Club – their mission is to create an environment that enriches the recreation and education experience for all participants by creating a healthy lifestyle through opportunities to be physically active and learn a recreational activity.

Ski & Snowboarding Club – their mission is to promote the sport of skiing and snowboarding; to provide opportunity to ski at local, state and national ski/parks/resorts; to promote the positive aspects of snowsports, and to increase campus awareness of snow sports competition and training.

**Finances**

EOU has an annual budget of $56.3 million excluding capital construction for 2013-2014. Their annual budget equates to $110 million added to promote the regional economy. An essential part of the fabric of northeast Oregon, EOU plays a unique role as an economic engine. EOU is also home to two essential grant-funded services in the region: Eastern Oregon Head Start, an early childhood education program; and the Small Business Development Center, providing resources and advising to small business owners and entrepreneurs.

**Tuition**

Students are charged tuition based on student level (undergraduate, post-baccalaureate or graduate) and residency status. Resident rate applies to those living in Oregon, as well as Washington and Idaho. Post-baccalaureate undergraduates pay undergraduate tuition and fees; post-baccalaureate graduates pay graduate tuition and fees. Baccalaureate degree holders may petition to be admitted to the post-baccalaureate non-degree program and pay undergraduate rates; students may not claim graduate credit for graduate courses taken in this status.

- Resident: $7,440 (OR, WA, and ID)
- Western Undergraduate Exchange (WUE): $10,455
- Non-resident / international: $17,520

For more information on tuition and fees, please visit: [https://www.eou.edu/fao/coa/](https://www.eou.edu/fao/coa/) and [https://www.eou.edu/online/costs/](https://www.eou.edu/online/costs/).
**EOU Foundation**

The EOU Foundation assists the University in building financial support for its educational, research, and public service activities, and coordinates the efforts of several Eastern Oregon University affiliated groups.

In the 2014-15 academic year, the EOU Foundation awarded over $400,000 in scholarships to students at EOU and partner institutions BMCC, OSU, OHSU and TVCC. With an endowment of over $11 million, the Foundation is currently in the quiet phase of an $11 million fundraising campaign kick-started by an anonymous donation of $1.5 million. The 2013 fiscal year concluded with restricted gifts totaling over $1.1 million.

For more information on the EOU Foundation, please visit: [https://www.eou.edu/foundation/](https://www.eou.edu/foundation/).

**Alumni Association**

The EOU Alumni Association is dedicated to serving the alumni, friends, and current students of the University through programs, scholarships, and activities that create an attitude of continued loyalty and support. Membership in the Alumni Association includes all graduates and former students. The Alumni Association Board of Directors consists of 16 members who meet three times per year.
The City of LaGrande, Oregon

The City of La Grande (population 13,085) is located against the eastern base of the Blue Mountains, one of Oregon’s oldest and largest mountain ranges. The city is on the edge of one of the largest, enclosed circular valleys in the United States, with over a million acres of fertile soil surrounded by snow-capped mountain peaks.

La Grande had long been a waypoint along the Oregon Trail. Incorporated in 1865, it was named by Charles Dause, a Frenchman, to describe the region’s beautiful views. La Grande grew rapidly during the late 1860s and early 1870s, partly because of the many gold mines in the region and the valley’s agricultural capabilities. In 1929, Eastern Oregon University (formerly known as Eastern Oregon Normal School) opened as a teacher’s college. La Grande includes a 43-acre historic commercial district listed in September 2001 on the National Register of Historic Places.

The beauty of the Grande Ronde Valley also provides a quality of life that few communities can surpass. Eastern Oregon University, together with an excellent K-12 school system, provides educational opportunities for all ages, as well as ample cultural activities. Recreational activities are mere steps away and include biking, fishing, skiing, hiking, swimming and hunting. EOU also has an outdoor program that works to make outdoor opportunities available to students and community members throughout the year.

The City of La Grande is dedicated to creating a diversified, healthy, and educated economic environment to fuel prosperity for the business community and to enhance the quality of life for residents. Its strengths include an excellent transportation system, an available and trained workforce, existing manufacturing and commercial sites, and an active business community. The geographic location and stable economy is very conducive to manufacturing, healthcare, distribution and service industries.

For more information on La Grande, please visit: http://visitlagrande.com/.
Procedure for Candidacy

Inquiries, nominations and applications are invited. Review of applications will begin immediately, and will continue until the position is filled. For fullest consideration, applicant materials should be received by March 30, 2015. Candidates should provide a *curriculum vitae*, a letter of application that addresses the responsibilities and requirements described in the Leadership Statement, and the names and contact information of five references. References will not be contacted without prior knowledge and approval of candidates. These materials should be sent electronically via e-mail to EOU’s consultants Zachary Smith, Ph.D., Katherine Haley, Ph.D., and Robert Luke at EOUPresident@wittkieffer.com. Documents that must be mailed may be sent to Witt/Kieffer, EOU, President, 2015 Spring Road, Suite 510, Oak Brook, IL 60523. The consultants can be reached by telephone through Felicia Kowalczyk at 630-575-6936.

*Eastern Oregon University is an Affirmative Action/Equal Opportunity Employer that actively encourages and promotes diversity within its community.*

The material presented in this position specification should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Eastern Oregon University documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.
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