Monmouth, Oregon

President

Leadership Profile

Prepared by
Katherine Haley, Ph.D.
Zachary Smith, Ph.D.
Robert Luke
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This Leadership Profile is intended to provide information about Western Oregon University and the position of President. It is designed to assist qualified individuals in assessing their interest in this position.
The Opportunity

Western Oregon University (WOU) seeks a new President to lead it through an upcoming period of unprecedented institutional change. Oregon’s oldest public institution, WOU is a nationally recognized, financially stable, mid-sized, public comprehensive university located in Monmouth, the heart of Oregon’s Willamette Valley. The University is committed to opening doors for diverse students, preparing students for a fulfilling life in a global society, and thriving as an educationally, financially and environmentally sustainable institution.

WOU’s faculty, administration, staff and students passionately believe that all Oregonians should have the opportunity to graduate from college. WOU is especially successful in providing an excellent, affordable education to students who are first generation, disadvantaged, and from diverse backgrounds—and supporting them through graduation. With an 18:1 student-faculty ratio and a beautiful rural campus, WOU offers a welcoming alternative to Oregon’s three largest universities. Its educational programs, size, location and affordability provide students opportunities not otherwise available in Oregon.

Teaching is the top priority of WOU’s faculty and it drives the success of WOU’s 4,992 undergraduate and 1,065 graduate students. Originally a “normal school,” today WOU’s College of Education and College of Liberal Arts and Sciences work together to create a vibrant and close-knit intellectual community with an environment comparable to a small liberal arts college. Also active scholars, WOU’s faculty fosters rich collaborations with students in research and outreach.

WOU’s students are more diverse than ever. WOU serves the largest proportion of Latino students of any Oregon public university. Faculty and staff embrace first generation college students, helping them navigate the maze of higher education. The University’s non-traditional students are fully integrated into student life and leadership. Many students face financial challenges that they manage by working on and off campus while they attend college. WOU’s Oregon students retain strong ties to their families and communities while in college, often bringing WOU back to their communities through service projects. Our non-resident students include those from Washington, California, Hawaii and a growing population of international students. Student-led and student focused programs support and encourage diversity and the personal growth of students.
Notably:

- WOU has graduated the most students among Oregon’s smaller universities over the last seven years.
- The most Oregon of the state’s public universities, over 80% of WOU’s students are from Oregon.
- WOU has been recognized for its success in closing the graduation gap between Latino and white students.
- Forty percent of WOU graduates over the last three years have continued to graduate school.
- In recent years, WOU has completed campus improvements including a state-of-the-art LEED Platinum live-learn building (Ackerman Hall), a new Health and Wellness Center and the DeVolder Family Science Center. Design and construction of the Richard Woodcock Education Center is underway.
- Through programs like Latino Mentors and the Willamette Promise, WOU’s faculty and staff have developed strong collaborations with K-12 educators and community organizations in the region.
- WOU is home to the nationally renowned Teaching Research Institute and the Regional Resource Center on Deafness.
- The Masters in Interpreting Studies program was recognized with the 2013 West Region Outstanding Credit Program Award from the University Professional and Continuing Education Association.
- WOU has been recognized with 13 national awards for advising excellence from the National Academic Advising Association, more than all other OUS universities combined.
- WOU is noted for its thriving arts community, including the Smith Fine Arts Series, which brings world-class performing artists to campus, and the Cannon Art Gallery.
- Through a prosperous partnership, the Oregon Health and Science University (OHSU) established a School of Nursing on WOU’s campus.

The new President will inherit a stable, well-managed, and financially sound institution that is moving forward on multiple fronts. At the same time, WOU faces a rapidly changing landscape in state-level higher education. The new President of WOU will have the opportunity to lead in shaping the future of this well-loved institution as its governance shifts from reporting to a centralized system under the Oregon State Board of Higher Education to governance by its own newly formed independent board. The new board officially assumes fiduciary and other responsibilities on July 1, 2015—the date on which the OUS dissolves. The new governance structure offers the opportunity for autonomy and nimbleness but also demands that the University embrace change and plan strategically for a new reality and future. The waters are uncharted, but the WOU vessel is solid and seaworthy.

The new President will also have strong role to play in “40-40-20”, a state-wide initiative to raise the educational attainment of Oregon residents by 2025 (for more information, please visit http://www.oregon.gov/gov/oeib/docs/nousreport.pdf). This initiative will impact all universities’ operational funding and will be part of the criteria in assessing capital project needs. Because of its strong access mission, WOU is well positioned to help Oregon achieve its 40-40-20 goal by inviting students from underrepresented populations into a welcoming and supportive community.
To be successful, WOU’s next president must both respect WOU’s history and be able to advance WOU’s brand of public higher education in a rapidly changing environment. He/she must have experience and success in working with a volunteer board and with other external stakeholders; a demonstrated history of strategically managing change; financial acumen; and the temperament to be present, visible, and engaged at all levels of the University. A terminal degree is strongly preferred, as is experience in senior higher education leadership.

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

WOU’s next President will find a well-managed and financially stable university, with a strong sense of community and a real dedication to students. To lead successfully, the next President must address the following issues:

**Governance Transition**

Lead WOU through the momentous transition from a state university system to governance by a newly appointed, autonomous board, dedicated to WOU. The new President will need to work with the board to:

- Define and establish the role of the board, how it will work with the President, and how it will govern and support the University.
- Develop board affiliation and relationships with the campus and its constituencies.
- Focus the board on advocacy for WOU within a state “system” that will now be decentralized—and more competitive.
- Develop a strong working relationship with the legislature and the newly formed HECC (Higher Education Coordinating Commission) that has initiated new outcomes based-funding models.
- Secure financial support, including from friends, alumni and new sources.
- Address upcoming union negotiations.
- Lead effectively in a unionized environment.

**Institutional Identity and Recognition**

Build greater recognition for WOU through clarity and communication about its mission and identity. Currently, WOU defines itself as the Oregon alternative to larger universities, dedicated to student success as measured by retention, graduation rates and placement in jobs and graduate school. WOU’s focus on student success is reflected in its strong sense of community, commitment to affordability, and belief in the value of liberal education for all. WOU welcomes diverse students, and those previously underserved by higher education, and
provides the opportunity for transformative education. With the board and the campus, the new President will position WOU effectively and refine its role and competitive advantage in the constellation of Oregon public universities and community colleges.

**Strong financial Management**

WOU enjoys a strong financial position relative to the other state schools. It has been well-managed, and has thrived. Because of the popular tuition promise, a guarantee that undergraduate students will have the same tuition rate as the year they enter for four academic years, WOU is expected to hold a reserve to support that promise; so far, Western has been well able to maintain a dedicated reserve of 16.5%.

However, as a new board takes form, WOU faces uncertainties with respect to state financing, interactions with unknown and untested state agencies, flat enrollment, and increased competition from within the state. The new President will work to maintain WOU’s financial strength and stability as it moves into an era of extraordinary change.

**Programs and Infrastructure for the 21st Century**

The President will provide a spark and guidance to the campus community as it assesses curriculum, campus processes and infrastructure to ensure they meet the needs of the students of the 21st Century. It is widely recognized that WOU might consider offering more academic programs, and update programs with flexible curricula and delivery, to attract a greater number and wider variety of students. Technology—both pedagogical and administrative—must be addressed in order to serve the students of today. WOU has already begun taking action in this regard with the recent addition of a state of the art residence hall, a student wellness building, a natural science building, and the ground breaking on a new College of Education building. WOU is well positioned for these changes but needs future strategic leadership to make them a reality.

**Advocacy and Visibility**

The President must be a visible and transparent advocate and leader for WOU both internally and externally—enthusiastically embodying and promoting its values and collaborative spirit. The campus and the community are accustomed to, and deeply value, visible and engaging presidential leadership.

- Support WOU’s strong sense of community and family. Engage with campus activities. Approach and be approachable by WOU’s students, faculty and staff.
• The President’s external role is increasingly important: He or she must be active in the Monmouth and Willamette Valley communities, in the nearby state capital, and in the business and leadership community around the state.

• Build a more vigorous alumni program to better connect WOU’s 24,000 alumni to the University.

The Role of the President

Reports To: Western Oregon University Board of Trustees

The President is WOU’s Chief Executive Officer. He/she is responsible for the general administration of all day-to-day operations, for the interrelation of the Board and the University’s internal affairs. He/she sits on the Board as an ex-officio member without vote and attends all regular meetings of the Board and its committees.

The President initiates and oversees all internal strategic, academic, physical-plant, programmatic, personnel, and fiscal planning. He/she 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; and creation or modification of executive administrative positions at or above the level of Vice-President. He/she places the University Mission and the education, development and welfare of WOU students above all other interests.

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

• Provost and Vice President for Academic Affairs
• Vice President for Finance and Administration
• Vice President for Student Affairs
• Executive Director for University Advancement and WOU Foundation
• Executive Director for Athletics
• [On Boarding] Vice President/Legal Counsel/Secretary to the Board effective July 1, 2015

For more information on the organizational structure, please see the full chart at the end of the profile.
Professional Qualifications and Personal Qualities

The next President must be a leader of outstanding professional and personal distinction, with experience and successes that demonstrate the capacity to serve as the leader of the University. In addition to these qualities, the next President should have the following:

- Intellectual curiosity and a commitment to academic leadership. A terminal degree and senior experience in higher education leadership is strongly preferred, but qualifications also may include other backgrounds;

- A sincere interest in students and their success; knowledge of the issues facing first generation students, students from underrepresented groups, and students from diverse backgrounds;

- Experience working with voluntary boards; the ability to build and foster a well-functioning and supportive Board of Trustees;

- Experience working successfully in a shared governance environment and with both faculty and staff unions;

- Experience and successes in working with external influencers; ability to work with the legislature and newly formed higher education entities;

- Strong fundraising skills with foundations and private donors, along with the ability to listen deeply and learn from the community;

- Experienced manager with skills that include careful fiscal management and planning to ensure long-term financial stability and flexibility;

- A demonstrated history of developing and implementing strategic change that respects and builds on the institutions heritage, values and strengths and;

- Creativity and vision, with the ability to lead in an evolving environment with deftness, zest, and energy;

- The personal confidence and comfort of serving in a close-knit, rural community where casualness and approachability are expected;

- Excellent communication skills and the ability and willingness to serve as a compelling advocate for WOU to all of its varied constituencies.
Western Oregon University: An Overview

Western Oregon University (WOU), the oldest institution in the Oregon University System, is located in the heart of Willamette Valley and surrounded by Oregon’s beautiful wine country. It is situated just 20 minutes from Salem, the state’s capital, and about 75 minutes from Portland.

WOU 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, WOU 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 1856, from its origins as a normal school, WOU grew to become a nationally recognized leader in teacher preparation. In the seventies, WOU expanded its offerings with broad-based liberal education programs. Since then, the University has continued to emerge as a leading comprehensive public liberal arts institution, with approximately two-thirds of its students in the College of Liberal Arts and Sciences and the balance in the College of Education.

Mission

WOU has the following preamble and mission statement:

Preamble: Western Oregon University offers exemplary undergraduate and graduate programs in a supportive and rigorous learning environment. Oregon’s oldest public university, WOU works to ensure the success of students and the advancement of knowledge as a service to Oregon and the region. The University works in partnership with PK-12 schools, community colleges and other institutions of higher education, government, and local and global communities.

Mission: Western Oregon University is a comprehensive public university, operating for the public good, which:

- Provides effective learning opportunities that prepare students for a fulfilling life in a global society;
- Supports an accessible and diverse campus community; and,
- Improves continuously its educational, financial, and environmental sustainability.
In an effort to fulfill this mission, WOU has three core themes:

- Effective Learning
- Supports Diversity
- Sustainable Institution

**Governance**

WOU employs a shared 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 few years, universities in the system have developed their own governance structures and become independent. WOU, along with three other institutions, will install their first Board of Trustees and become independent on July 1, 2015.

WOU has four leadership councils on campus: Faculty Senate, Staff Senate, Administrative Support Council, and Associated Students of Western Oregon University (ASWOU). These groups meet regularly with the President and executive staff. There are also labor unions representing faculty and classified staff. The Western Oregon University Federation of Teachers (WOUFT), a local of AFT-Oregon, represents the faculty. The classified staff is represented by a statewide union, Service Employees International United (SEIU), which negotiates a shared agreement for institutions in the OUS.

**Academics and Accreditation**

WOU offers 62 undergraduate degree programs (many of which are available as a BA or BS), 12 graduate degree programs with seven additional graduate programs that provide licenses and endorsements. These programs and degrees offerings are organized in the following manner:

**College of Education** (please click link for more information on each college or program)

- Health & P.E.
- Special Education
- Teacher Education
- Regional Resource Center on deafness

**College of Liberal Arts & Sciences**

- Behavioral Sciences
- Business & Economics
- Computer Science
- Creative Arts
- Fire Service Administration
- Humanities
- Interdisciplinary Studies
- Natural Science & Mathematics
- Social Science
Masters Degrees

Master of Arts in Criminal Justice
Master of Arts in Interpreting Studies
Master of Arts in Teaching
Master of Music in Contemporary Music
Master of Science in Education
Master of Science in Education: Curriculum and Instruction
Master of Science in Education: Information Technology
Master of Science in Education: Special Education (PK-12)
Master of Science in Rehabilitation Counseling
Master of Science in Rehabilitation Counseling: Deafness
Master of Science in Management and Information Systems

Licenses & Endorsements

Autism Certificate Program
Early Intervention/Early Childhood
Special Education license
ESOL and ESOL Reading endorsement
Special Educator endorsement
Special Educator license

In addition to these programs, The Teaching Research Institute and the Honors Program operate within the University but separate from any one college.

WOU is accredited by the Northwest Commission on College and Universities. They are currently in the middle years of the accreditation cycle.

For information on accreditation standards, please visit: http://www.nwccu.org/Standards%20and%20Policies/Accreditation%20Standards/Accreditation%20Standards.htm

Faculty and Staff

The faculty consists of approximately:

- 237 full-time faculty members (instructional and research faculty)
- 227 part-time faculty members
- 157 tenured or tenure track faculty
- 84 non-tenure track faculty
- 33 research faculty
The staff consists of approximately:

- 364 full-time staff members
- 50 part-time staff members

**Student Body and Student Affairs**

WOU’s student body consists of approximately 6,187 students (5,387 undergraduate students and 800 graduate students). The undergraduate population has the following attributes:

- 80% attend full-time
- 20% attend part-time
- 60% female
- 40% male
- 18:1 student-to-faculty ratio

For more information on enrollment, please visit: https://www.wou.edu/ucs/ir/enrollment.php.

WOU enjoys a dynamic, active, and close-knit intellectual community comparable to the environment in a small liberal arts college. Our picturesque, award-winning campus blends welcoming traditional features with 21st century convenience, including many multimedia classrooms, extensive wireless web access and a state-of-the-art library.

The Division of Student Affairs also oversees the activities of nearly 60 student organizations. For more information, please visit: http://www.wou.edu/student/club/.

**Diversity**

The University Advisory Committee established the University Diversity Committee to articulate WOU’s statement on diversity and to establish a campus diversity plan. Of particular note is the committee’s inclusive interpretation of diversity to include the principle of social justice, an expanded definition of diversity to include marginalized populations, and the valuing of relationships with diverse communities at a campus, faculty, staff, or student level.

WOU's diversity statement “emphasizes diversity as a matter of institutional priority and an integral component of academic success. As we continue to increase our understanding and commitment to diversity we strive to:

- create respect for and appreciation of all persons and ideas as a key characteristic of our campus community;
- increase the diversity of all parts of our University community through commitment to diversity in our recruitment and retention efforts;
• promote active engagement among all members of our campus and surrounding communities; and

• foster a campus environment that is inclusive and accessible to students, faculty, staff and administration across the campus community.

In order to achieve our aspirations at Western Oregon University, we will:

• sustain a safe and welcoming environment that supports diversity;

• support full and equitable educational access;

• increase our efforts to recruit and retain a diverse campus community;

• prepare effective citizen-leaders for a pluralistic world;

• confront and resolve institutional barriers to social justice;

• challenge instances of prejudice, bias and discrimination;

• enhance current and create new systems of support for the success of the University; and;

• dedicate resources to the diversity initiatives.”

For more information on diversity at WOU, please visit: http://www.wou.edu/president/diversity_action_committee/

**Athletics**

Nickname: Wolves
Mascot: Wolfy
Division: NCAA Division II
Conference: Great Northwest Athletic Conference

Men’s Sports: Baseball, Basketball, Cross Country, Football, and Track and Field
Women’s Sports: Basketball, Cross Country, Soccer, Softball, Track and Field, Volleyball

In addition to the NCAA athletes, there is also strong participation by students in both club and intramural sports.
**Finances**

WOU has an operating budget that encompasses $55.7 million in education & general funds for fiscal year 2014. Total budgeted education and general funds expenditures decreased .5% over FY13. For more information on WOU's budget, please visit: 
https://www.wou.edu/admin/budget/

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**Tuition**

Students are charged tuition based on student level (undergraduate, post-baccalaureate or graduate) and residency status. WOU guarantees, through the Tuition Promise Program, that undergraduate students will have the same tuition rate as the year they enter for four academic years, beginning with the 2007-2008 academic year. WOU is the only public university in the western U.S. to offer this guarantee to students and their families. 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.

An undergraduate eligible for in-state tuition and fees will pay an average of $9,105 per year while out-of-state students will typically pay $22,200 per year.

For more information on tuition and fees, please visit: 
http://www.wou.edu/student/finaid/tuition_fees/tuition_fees.php

For more information on the Tuition Promise Program, please visit: 
http://www.wou.edu/student/admissions/tuition_promise_print.php

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**WOU Foundation**

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

Founded on December 30, 1964, the Western Oregon University Development Foundation is a non-profit 501(c)3 organization. It operates on the WOU campus and with University support under the auspices of a 1990 agreement between the foundation, the University, and the Oregon University System. It is managed by a 12-member board of trustees composed of members-at-large and representatives from ancillary fund-raising and campus groups.
Alumni Association

The WOU Alumni Association 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 23 members that meet three or four times per year.

Monmouth, Oregon and Community

Monmouth is located in the heart of Willamette Valley. Surrounded by Oregon’s beautiful wine country, it is situated just 20 minutes from Salem, the state’s capital, and 75 minutes from Portland to the north and Eugene to the south. The town was settled in 1853 by a group of pioneers from Monmouth, Illinois. Today, Monmouth has a population of approximately 10,000 people. There are mountains, ocean beaches, rivers, and lakes, all within 60 minutes of Monmouth.

In addition to being in the heart of wine country, Monmouth is also in hop country, with many craft breweries (and distilleries) in the area. At one time, Monmouth was the last “dry” town on the West Coast; prohibiting the sale of beer and wine until 2002 and the sale of hard liquor until 2010.

For more information about Monmouth, please visit: http://www.ci.monmouth.or.us/

The Willamette Valley, located in the northwest portion of the state, is the most populated region in Oregon. In fact, 70% of Oregonians live in the Willamette Valley. It is notable for its mountain ranges to the east, west, and south, it’s broad, flat, and fertile valley floor, as well as its cool, wet winters and its warm, dry summers. These qualities yield a long growing season and give the Willamette Valley some of the best vineyards and farmers’ markets in the world. For more information, please visit http://www.oregonwinecountry.org/.

Portland, the principal city of Oregon and the Willamette Valley, has a metropolitan area population of nearly two million people. The city offers extensive entertainment in the arts, theater, museums, restaurants, nightlife and sports. In addition, opportunities for outdoor recreation abound in Portland and the Pacific Northwest. Within the metro area, there is 37,000 acres of parkland, including the 5,000-acre forest park, making it an ideal place for runners, campers, hikers, cyclists, skiers and climbers. For more information on outdoor recreation, please visit:

http://www.crgva.org/
http://www.fs.usda.gov/mthood/
http://www.visittheoregoncoast.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 2, 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 the WOU’s consultants Katherine Haley, Ph.D., Zachary Smith, Ph.D. and Robert Luke at WOUPresident@wittkieffer.com. Documents that must be mailed may be sent to Witt/Kieffer, WOU, President, 2015 Spring Road, Suite 510, Oak Brook, IL 60523. The consultants can be reached by telephone through Felicia Kowalczyk at 630-575-6936.

Western Oregon University is an equal opportunity employer committed to increasing the diversity of its workforce.

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 Western 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.
Western Oregon University Organizational Chart

Note: Effective July 1, 2015, the WOU President will report to the Western Oregon University Board of Trustees.

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