



Opportunity and Challenge Profile

*Washington State University Spokane
Search for the Vice Chancellor of Academic Affairs
Spokane, Washington*

Washington State University Spokane (WSU Spokane), one of six campuses of the distinguished Washington State University system, seeks an innovative and experienced leader to serve as the Vice Chancellor for Academic Affairs (VCAA). WSU Spokane is WSU's health sciences campus which prepares the state's future generations of physicians, nurses, pharmacists, and other health professionals and provides life-changing education and research in world-class facilities. Reporting to and working closely with the Chancellor, and serving as a key member of the WSU Spokane leadership team, the VCAA will oversee day-to-day management of critical processes and functions pertaining to faculty affairs and academic matters. The VCAA will provide guidance and strategy around the creation, implementation, and evaluation of academic programs; faculty evaluation and assessment; and the further development of infrastructure to support the growth of quality of educational activities in health sciences.

WSU Spokane is an exciting place to be. Under the leadership of the new Chancellor, Dr. Daryll B. DeWald, and a dynamic leadership team, WSU Spokane is building partnerships and collaborations in Spokane, across WSU, throughout Washington, and beyond in order to meet the needs of an expanding healthcare environment. The campus houses the relatively new Elson S. Floyd College of Medicine, Washington's community-based medical school. Named after Washington State University's late president, Dr. Elson S. Floyd, the college was created to expand medical education and health care access in communities across the state. The campus is also home to College of Nursing and the College of Pharmacy and Pharmaceutical Sciences. More than 1,600 students are enrolled in four undergraduate, eight graduate, and three professional degree programs in medical sciences, nursing, pharmacy, nutrition and exercise physiology, speech and hearing sciences, health policy and administration, criminal justice and education.

In recent years, WSU Spokane has experienced growth in its physical campus, research productivity, partnerships, academic programming, and student body. Faculty are involved in team-based, interdisciplinary research to inform the scientific knowledge base, influence health outcomes, and ultimately improve the quality of care, education, and management in the healthcare spaces. Research continues to grow at an impressive rate, as grant and contract funding reached \$32.5 million in FY2018, up significantly over previous years. The 48-acre campus, which also houses programs offered by Eastern Washington University, is located just across the Spokane River from Gonzaga University. It is home to several new facilities, such as the recently constructed Pharmaceutical and Biomedical Sciences building, which houses the latest in health science laboratories and classroom technology. Recently, an iconic U-District Bridge was completed as a result of a partnership with the City of Spokane and businesses, colleges and universities in the University District to better connect the city and enable collaboration and partnerships.

This newly created position provides a tremendous opportunity for a visionary leader to work in a dynamic, intellectually stimulating environment and to assume a leadership role on a campus that is dedicated to developing health professionals to transform the health of underserved communities. Working closely with the Chancellor for WSU Spokane and academic leaders across the campus and

university, the Vice Chancellor for Academic Affairs will play an important role in achieving the vision for the growing campus and will be expected to address a key set of opportunities and challenges:

- Enable academic excellence through better alignment, integration, and coordination of academic administrative offices and activities
- Imagine, support, and drive academic planning and program development, educational assessment, and accreditation activities
- Foster strong linkages across WSU Spokane, the WSU system, and academic partners across the state
- Further recruitment, development, and support of an excellent faculty and staff
- Serve as an engaged and collaborative partner to the central WSU academic leadership team

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

About Washington State University

Founded as the people's university, WSU embraces its land-grant heritage, seeking to transform lives through education, research, and community outreach and service and has been doing so for nearly 129 years. WSU is truly a statewide institution, with a presence in every county in the state. System-wide, the university enrolls nearly 31,500 students, employs more than 7,000 full- and part-time faculty and staff statewide, and offers several highly ranked academic programs on its five physical campuses (Pullman, Spokane, Tri-Cities, Vancouver, and Everett) and online through the Global Campus. WSU Extension has offices located in each of the state's 39 counties, and the university operates Research and Extension Centers in key agricultural areas. The university operates as an integrated university system, with all campuses adhering to the same set of goals, practices, and policies – known as *One WSU*. For example, degree requirements are similar across campuses; all instructors and researchers, regardless of their location, are considered part of one faculty; and the offices of student affairs and finance and administration are regarded as distinct but highly integrated components of the same divisions. WSU has been redefining its administrative and operational structures to ensure delivery of an integrated set of services while allowing each campus autonomy via the leadership of the chancellor and a clearly defined identity.

The university places a high value on diversity, equity, and inclusion in all facets of the institution. Some 30 percent of the student body statewide is racially diverse, and first-generation students represent nearly 35 percent of the total enrollment. Approximately 15 percent of WSU students hail from outside the state of Washington and about 7 percent are international students. Enrollment reached an all-time high in fall 2018, with 31,478 students enrolled system-wide. The WSU community is deeply committed to providing the resources and support students need to become global citizens and informed leaders who thrive in their professional and personal lives. The university annually awards more than \$390 million in scholarships and other financial aid to about 17,000 undergraduate students. The WSU Foundation consistently raises in excess of \$100 million annually from private donors—funds used to support student scholarships and academic, research, and service initiatives.

A nationally respected leader in higher education, President Kirk 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.

President Schulz recently launched the “Drive to 25” initiative (<https://wsu.edu/drive-to-25>), which calls for WSU to become one of the nation’s top 25 public research universities, preeminent in research and discovery, teaching, and engagement by 2030. The “Drive to 25” builds on the cornerstones of WSU’s ambitious strategic plan and its two pivotal goals of offering a transformative educational experience to undergraduate and graduate students, and accelerating the development of a preeminent research portfolio. WSU also established a set of research grand challenges that help focus the institution. President Schulz is relying on a strong team of leaders, including Chancellor DeWald and this Vice Chancellor, to strengthen the individual stature of each campus, while ensuring policies and plans reflect the “one university” concept.

In 2018, the Northwest Commission on Colleges and Universities (NWCCU) reaffirmed the regional accreditation of WSU through 2025. *U.S. News & World Report’s* 2018 “America’s Best Colleges” rankings place WSU 68th on the list of public national universities. WSU is ranked as a “Highest Research Activity” institution by the Carnegie Foundation and in 2015 was ranked 44th among public research universities in the U.S. by the National Science Foundation. Also, the Carnegie Foundation for the Advancement of Teaching recognized WSU for its engagement activities with its Community Engagement Classification. Campus Pride Index recently recognized WSU as one of the top 25 universities nationally with respect to LGBTQ-friendly policies, programs, and practices.

About Washington State University Spokane

Washington State University Spokane was established as one of three regional campuses for Washington State University in 1989. In 1968, a cooperative venture brought WSU, Eastern Washington University, Whitworth University, local hospitals, and Fort George Wright College together to form the Intercollegiate Center for Nursing Education which aimed to serve local residents seeking graduate education opportunities in the nursing field. Because Spokane was an important regional medical market, it especially offered advantages for health sciences disciplines and programs continued to expand. By 1991, WSU Spokane was accepting graduate students in criminal justice, education, engineering, nutrition and speech pathology. The campus continued to grow its physical, academic, and scholarly footprint, and in 2010, the WSU Board of Regents officially designated WSU Spokane as the university’s health sciences campus. In 2013, the College of Pharmacy completed the move from the Pullman campus into the state-of-the-art Pharmaceutical and Biomedical Science Building, and in 2014, the WSU College of Medical Science opened. In 2015, in response to the state’s crisis around access to healthcare, the Washington State Legislature and Governor Inslee authorized the establishment of WSU’s Elson S Floyd College of Medicine. The College’s mission is to respond to the state’s overwhelming need to educate more doctors who will practice in Washington as well as begin to address huge disparities and equity issues associated with access to healthcare providers for many communities. The college’s co-location on the WSU Spokane campus with the colleges of Nursing and Pharmacy and Pharmaceutical Sciences creates synergies and training opportunities in a team-based environment. The college welcomed the first-ever cohort of WSU medical students in 2017.

The Current Context

Dr. Daryll B. DeWald became the fourth chancellor of WSU Spokane in September 2017 and is charged with further elevating the campus to be a true hub of healthcare innovation with cutting edge research, highly engaging inter-professional education, and partnerships that will transform the future of healthcare for the state of Washington. WSU Spokane works collaboratively with its surrounding communities to enhance quality of life through an intentional and sustained effort to create, interpret, apply and

disseminate knowledge, thereby serving as a model for a world-class campus in a regional city. The colleges at WSU Spokane have formed robust partnerships with partners across the state of Washington including with entities such as Kaiser Permanente Medical Center, Spokane VA Medical Center, Shriners Hospital for Children, as well as a variety of rural and community hospitals and clinics. In addition, the colleges have established partnerships with local community colleges and universities across Washington.

Today, WSU Spokane educates more than 1,600 students, 75 percent of whom are Washington residents. There are 559 undergraduate and 310 graduate students, 655 profession students, and 120 medical students. WSU Spokane boasts over 300 exceptional faculty in the fields of nursing, medicine, pharmacy, speech and hearing, health policy and administration, nutrition/exercise, criminal justice, and education. In addition to teaching, faculty partake in team-based, interdisciplinary research to inform the scientific knowledge base, influence health outcomes, and ultimately improve the quality of care, education, and management in the healthcare spaces. WSU Spokane researchers are heavily involved in the university's research initiative on "Sustaining Health: The uncompromising pursuit of healthier people and communities." To learn more about WSU Spokane research, visit <https://spokane.wsu.edu/research/>.

WSU Spokane is the primary home to three colleges that reach across the state:

- **The Elson S. Floyd College of Medicine (ESFCOM)** is Washington's community-based medical school. It was founded in 2015 to expand medical education and healthcare access in communities across the state. It attracts talented students from or with significant ties to Washington – both rural and urban – to train within their communities, increasing the likelihood they will remain there to practice medicine. ESFCOM is also home to the departments of Nutrition and Exercise Physiology, Speech and Hearing Sciences, Health Policy and Administration, Biomedical Sciences and Medical Education and Clinical Sciences. ESFCOM is currently home to 723 faculty and staff and 119 students. To learn more about ESFCOM, visit <https://medicine.wsu.edu>.
- **The WSU College of Pharmacy and Pharmaceutical Sciences (CPPS)** was founded in 1891 and has been accredited since 1912. CPPS' main degree programs include the Doctor of Pharmacy (PharmD) and Doctorate in Pharmaceutical Sciences (Ph.D.). The college relocated from Pullman to the WSU Health Sciences campus in Spokane in December 2013. In 2015 the CPPS opened the Doctor of Pharmacy program extension on the Pacific Northwest University of Health Sciences campus in Yakima. CPPS currently have approximately 70 faculty, 650 student pharmacists and graduate students, and over 3,000 alumni. To learn more about CPPS, visit <https://pharmacy.wsu.edu>.
- **The College of Nursing (CON)** offers a Bachelor of Science in Nursing, RN-BSN, Master of Nursing, Doctor of Nursing Practice, and PhD programs, and operates on the WSU Spokane, Vancouver, and Tri-Cities campuses, as well as program sites in Yakima and Walla Walla. BSN students can enter the program through WSU, Eastern Washington University, Whitworth University or as a transfer student. CON is home to 108 faculty, 33 of which are tenured and tenure-track faculty, and enrolls 716 undergraduate and 251 graduate students. To learn more about the WSU College of Nursing, visit <https://nursing.wsu.edu>.

With an eye towards the future and continued growth on the horizon, WSU Spokane has articulated several key goals and the VCAA will be an important part of achieving them:

- Create national and global standing for WSU's health sciences campus
- Address growing demand for advanced graduate and professional studies

- Enhance WSU's competitive status as a research university; attract and train world-class scholars
- Build a world-class health sciences center and campus that anchors and drives community and economic development

To learn more about WSU Spokane, visit <https://spokane.wsu.edu>.

WSU Spokane Leadership

In September 2017, Dr. DeWald moved from his role as dean of the WSU College of Arts and Sciences to become the Chancellor of WSU Spokane. He joined WSU in 2011 to serve as dean of the College of Sciences and facilitated the merger of the College of Liberal Arts with the College of Sciences to form the new WSU College of Arts and Sciences. He was appointed as the founding dean in 2012 and oversaw the teaching, research and outreach activities of WSU's largest academic unit, which spans all five of WSU's statewide campuses and the online Global Campus. With annual research expenditures of more than \$30 million across two dozen disciplines, the college is also one of the largest research enterprises at WSU. Dr. DeWald also served as a leading member of the WSU team responsible for implementing university-wide retention initiatives such as the Student Success Collaborative, the Mathematics Learning Center, and professional advising for students in pre-law and pre-health programs.

Prior to joining WSU, Dr. DeWald had been a member of the biology faculty at Utah State University and had served in various leadership roles including biology department head, while also managing an active research lab with more than \$3 million in funding from the National Science Foundation, National Institutes of Health, U.S. Department of Agriculture, and other agencies. He has authored or co-authored nearly 60 publications in a wide variety of journals and is an elected fellow of the American Association for the Advancement of Science. He earned a bachelor's degree from the University of Wyoming, a PhD in biochemistry at Texas A&M, and a postdoctoral appointment with UC San Diego medical school.

Effective July 1, 2019, Dr. DeWald will take on the added title of Vice President of Health Sciences, reflecting the growth of health sciences education at the university. As part of this shift, WSU Spokane will transition to a new administrative structure with the deans of the College of Pharmacy and Pharmaceutical Sciences, College of Nursing, and Elson S. Floyd College of Medicine reporting directly to the Chancellor. As a transitional step, the deans started reporting jointly to the Provost and Chancellor of WSU Spokane as of January 1, 2019. In the past, the deans have reported to the provost.

Role of the Vice Chancellor for Academic Affairs

The Vice Chancellor for Academic Affairs, a new position in the organization, reports directly to the Chancellor of WSU Spokane and represents the campus within the WSU system and to external partners, such as regional community colleges and universities, on academic matters. As a member of WSU Spokane's senior leadership team, the VCAA will work closely with the Vice Chancellor for Research and the deans of the Elson S. Floyd College of Medicine, College of Nursing, and College of Pharmacy and Pharmaceutical Sciences, as well as with other deans and academic leaders throughout WSU to provide coordinated leadership for WSU Health.

The VCAA offers thought leadership and guidance to deans and faculty; provides leadership and oversight to operations that support students and the WSU Spokane's programs of instruction, including education technology and clinical simulation. The VCAA will partner closely with the deans around program evaluation, quality improvement, and accreditation. The VCAA coordinates across health science degree programs and academic units, and between WSU Spokane and the Office of the WSU Provost in Pullman.

The VCAA serves as the primary academic liaison to the university through participation on the University Council of Deans, Campus Vice Chancellors, and other leadership positions of WSU, and participates in campus committees such as the Chancellor's Cabinet, Diversity Committee, and the Executive Budget Committee.

Key Opportunities and Challenges for the Vice Chancellor of Academic Affairs

Further enhance academic excellence through better alignment, integration, and coordination of academic administrative offices and activities

The VCAA assists the Chancellor with the daily management of key functions and processes, ensuring that the campus is aligned with university goals, and that the deans and other senior leaders have the information, policies, and tools they need to succeed, removing barriers and facilitating collaboration where possible. The VCAA will be responsible for monitoring the academic budget and will assist in the development of business case analyses for new initiatives and plans based on campus-wide goals and supported by the strategic budgeting process. The VCAA will assist the Chancellor and the college deans in the development of performance metrics for the campus that will ensure that WSU Spokane remains responsive to current and future students, faculty, and other constituents. The VCAA will also monitor the performance of the organization and make recommendations to the Chancellor for changes in resources and priorities to ensure maximum performance. Finally, as WSU grows in terms of programs and academic offerings, the VCAA will be responsible for ensuring that the centralized campus support functions continue to meet the needs of the students, academic programs, and organizations. The VCAA will work with the college deans and their organizations to ensure that services and functions are not duplicated across the campus.

Imagine, support, and drive academic planning and program development, educational assessment, and accreditation activities

The Chancellor of WSU Spokane, as the chief academic officer of the campus, has overall responsibility for the quality of the academic programs and takes a lead role in the strategic planning and decision-making for the campus. The VCAA works closely with the deans to ensure that WSU Spokane is offering cutting-edge undergraduate, graduate programs, professional and continuing education programs and that the campus complies with all regulatory requirements. The VCAA will assist the Chancellor in the monitoring and reporting on the educational effectiveness of the academic offerings and the capacity to produce high-quality graduates. The VCAA will ensure that the institution is meeting all accreditation requirements and work with the deans on their specialized and professional accreditation requirements.

Foster strong linkages across WSU Spokane, the WSU system, and academic partners across the state

WSU Spokane has built innovative and relevant programs and is deeply committed to interprofessional healthcare practice, education, and research. The VCAA will facilitate conversations between academic leaders within the colleges of Medicine, Nursing, and Pharmacy and Pharmaceutical Sciences as well as other colleges and academic leaders across WSU in efforts to strengthen existing bonds and generate more cross-institutional opportunities. This requires a leader who can work creatively and effectively with a diverse range of internal constituencies to identify and promote transdisciplinary directions in educational innovation, can galvanize faculty and staff in pursuit of these opportunities, and can think creatively about how to bring programs to implementation.

The colleges at WSU Spokane offer programs across the state of Washington and partner with a variety of community colleges, universities, hospitals, and urban and rural clinics that cover the state. This system has worked well and supported successful initiatives. As programs continue to grow and evolve, attention

must be paid to maintaining the campus' highly collaborative statewide community. As there are faculty from the CON and ESFCOM located on other WSU campuses, it will be essential for the Spokane VCAA to work closely with branch campus VCAs to support those faculty. The VCAA will also work closely with senior leaders to support the development of efficient systems for clinical site management and education that allow seamless transitions and provide excellent educational opportunities for students.

Further recruitment, development, and support of an excellent faculty and staff

In coordination with the Chancellor, the VCAA serves as an appointing authority for faculty and staff so must take an active role in recruitment, retention, and development of a highly qualified, diverse workforce. The VCAA will cultivate a welcoming and inclusive culture that advances academic excellence and rigor while providing flexibility to respond to a dynamic healthcare environment. The VCAA will coordinate and collaborate with college deans, associate deans, other campus VCAs, and department chairs to identify best practices for providing resources and support, including training, in an effective and efficient manner. The VCAA will set a tone that enables success and provides for innovation and partnerships among the colleges and with the WSU leaders.

Serve as an engaged and collaborative partner to the central WSU academic leadership team

In addition to serving as a key leader on the WSU Spokane campus, the VCAA must also partner closely with appropriate leadership in Pullman. As WSU has started to make changes to the organizational structure and reporting lines of the deans on the WSU Spokane campus, the VCAA must collaborate closely with senior leadership in the Provost's office matters including faculty hiring, review, and retention as well as curriculum and academic program development. The VCAA must ensure that the standards for academic excellence are aligned with the rest of the WSU community as well as provide for the changing needs of healthcare.

Qualifications and Characteristics

The successful candidate must be able to inspire the leadership team, the campus, and the broader Spokane community, and embrace the challenges and opportunities of a rapidly evolving campus at a critical stage of development. The ideal candidate must have the leadership skills and vision to foster WSU Spokane's continued academic excellence within the context of WSU's mission and values. The successful candidate will possess all or most of the following:

- An earned doctorate in an appropriate field such as Science, Medicine or Higher Education Administration and a distinguished record of teaching and research appropriate to appointment at the rank of full professor at WSU;
- Experience in academic administration at a university or college campus (or comparable institution) undergoing rapid growth and development;
- Ability to establish and maintain effective working relationships with university administrators, faculty, students, and staff;
- A passionate dedication to diversity, equity, and inclusion and an understanding of the value of an inclusive community within an institution of higher education;
- Strong operations improvement experience and an understanding of complex fiscal systems;
- Experience with assessment and accreditation;
- Experience with reviewing and/or facilitating the review of tenure and promotion portfolios;
- Significant experience in building and sustaining highly productive leadership teams and in inspiring others to achieve excellence;
- An orientation toward continuous improvement, including an appreciation for quality and competency;

- An ability to lead through consultation and balance the needs of diverse constituencies by building consensus with a fair, collaborative, and transparent leadership style;
- A commitment to shared governance;
- Excellent communication and listening skills;
- A strong civic and community orientation and outstanding political acumen;
- A reputation for integrity, transparency, accountability, enthusiasm, inclusivity, and a sense of goodwill.

Location

The metropolitan Spokane area is a vibrant community of approximately 545,000 people. Located about 75 miles from Pullman, 18 miles from the Idaho border, 280 miles from Seattle, and 110 miles south of Canada, the Spokane region features the second largest population base in the state of Washington and is the largest city between Minneapolis and Seattle. Spokane serves as the perfect jumping-off point for four-season recreation among the region's many clear lakes and rivers, national forests, trails, and ski resorts.

The WSU campus is located in the University district of downtown Spokane, on the Spokane River. Bordering the river and campus is the Centennial Trail, which supplies miles of trail with spectacular falls on the western end of Riverfront Park. Downtown Spokane features an eclectic array of buildings – including historic gems such as the luxurious Davenport Hotel and the art deco Fox Theater – that serve as the hub of a thriving arts district.

The city of Spokane ranks highly on all key metropolitan livability measures, including housing costs, public school quality, commute times, air quality, and access to excellent medical care. It is one of the largest health services markets in the region, with 13 hospitals and medical centers in Spokane County, nine with over 300 FTE. Health care comprises 11 percent of the Spokane County employment base (10 percent of the state's five northeast counties' employment base) and 40 percent of the service job sector.

Applications, Inquiries, and Nominations

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website for the search <http://www.imsearch.com/7040>. Electronic submission of materials is required.



*Recruiting exceptional leaders
for mission-driven organizations*

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