2020

WASHINGTON STATE UNIVERSITY

PROVOST
AND EXECUTIVE VICE PRESIDENT

SEARCH

Search for Provost and Executive Vice President

Washington State University (WSU), a distinguished and comprehensive public research institution with multiple campuses, seeks an inspirational, enterprising, and strategic academic leader to serve as its next Provost and Executive Vice President (Provost). Reporting to the President, the Provost serves as the University's chief academic officer. Working in close collaboration with WSU's senior leadership team, the Provost will lead the academic enterprise and harness the University's momentum to propel it toward its goal of becoming one of the top 25 public research universities in the nation. The Provost will demonstrate evidence of success elevating a large, complex research institution; a passion for growth and innovation; and dedication to delivering a transformational education to all students.

Founded in 1890 in Pullman, WSU is Washington's land-grant university. The University seeks to improve the quality of life on a local, national, and global scale, and WSU is committed to innovation and excellence in research and scholarship. The University enrolls nearly 31,700 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 offices are located in each of the state's 39 counties, and the University operates Research and Extension Centers in key agricultural areas. WSU offers 95 academic majors for undergraduates, 79 master's degree programs, and 63 doctoral degree programs, as well as professional degree programs in medicine, nursing, veterinary medicine, and pharmacy and pharmaceutical sciences.

This is an exciting time to join WSU under the strategic and forward-looking leadership of President Kirk Schulz, who became the University's 11th president in June 2016. Shortly after his arrival, President Schulz announced the 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. President Schulz is also leading the development of WSU's Elson S. Floyd College of Medicine, founded in 2015 to expand access to health care in underserved areas of the state and to provide additional opportunities for Washingtonians to gain a medical degree in-state. The college is located on the WSU Health Sciences Spokane campus, which educates the state's future physicians, nurses, pharmacists and other health professionals in world-class facilities.

The incoming Provost will play a key role in helping the University achieve its strategic goals, including delivering on the Drive to 25, through deliberative collaboration with faculty, staff, students, and administrators, and by bringing decisive vision for continued growth. Already, WSU has recruited and retained an excellent faculty, made strategic investments in academic and research priorities, built interdisciplinary collaborations across academic units and campuses, and expanded academic offerings statewide. To further advance these goals, the next Provost will work with University leaders to shape the future of WSU by addressing the following key opportunities and challenges:

- Lead efforts to develop a comprehensive model for an exceptional and seamless student educational experience across all campuses

- Ensure and strengthen academic excellence and innovation
- Strengthen collaborative relationships across the system
- Develop a comprehensive system-wide enrollment management strategy
- In collaboration with WSU communities, build programs with measurable goals to improve diversity and inclusiveness on all campuses
- Establish strong operational and management processes to support WSU's growth and success
- Serve as a WSU ambassador and academic champion, enhancing the visibility of the University system locally, nationally, and beyond

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

About Washington State University

Founded as the people's university, WSU embraces its land-grant heritage, seeking to transform lives through education, research, and community engagement and service. The University has been delivering life-changing knowledge and discoveries to the state, region, nation, and the world for nearly 130 years. WSU enjoys productive partnerships with major industries in the state, including agribusiness, aerospace, health care, software, technology, and construction. The colleges at WSU Health Sciences Spokane have formed robust partnerships across the state of Washington, both with large medical centers and hospitals, as well as a variety of rural and community hospitals and clinics.

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 ethnically diverse, and first-generation students represent nearly 33 percent of the total enrollment. About 15 percent of WSU students hail from outside the state of Washington and about 7 percent are international students. System-wide enrollment reached a record 31,607 students in fall 2019.

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 $310 million in scholarships and other financial aid to more than 20,000 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 comprehensive institution, the University is organized into 10 degree-granting academic colleges as well as the Honors College, Graduate School, WSU Libraries, and WSU Extension:

- 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
- Elson S. Floyd College of Medicine*
- Nursing*
- Pharmacy and Pharmaceutical Sciences*
- Veterinary Medicine

* Effective July 2019, Chancellor Daryll DeWald assumed the added title of Vice President for Health Sciences. Dr. DeWald oversees the health sciences mission for the WSU system, and the deans of the three Spokane colleges report to Dr. DeWald.

WSU operates as an integrated university system, with all six campuses adhering to the same set of goals, practices, and policies. 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 is currently engaged in a formal process to redefine its multi-campus administrative and operational structures to ensure delivery of an integrated set of services while recognizing the unique nature of each campus. More information about the WSU campuses and the history of the University is available in Appendix I at the conclusion of this document.

The WSU campuses are home to a wide array of organizations and activities, including the arts, music, and theater; student-run media (including public radio, daily printed newspaper, and television stations); fraternities and sororities; recreational sports; an active student government, and others. The University offers access to more than 600 study abroad programs in more than 48 countries around the world, and the system is working to increase the number of students from all of the WSU campuses studying abroad annually to 1,000 by 2019.

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." Eight of the twelve conference schools are members of the Association of American Universities (AAU) and all of the institutions are highly ranked by various groups, including the Academic Ranking of World Universities (ARWU) and the Times Higher Education World University Rankings (*Times*).

In summer of 2018, the Northwest Commission on Colleges and Universities (NWCCU) reaffirmed the regional accreditation of WSU through 2025. *Washington Monthly* recently ranked WSU 29th nationally, a ranking based on what a college does for the country and its students. WSU is ranked as a "Highest Research Activity" institution by the Carnegie Foundation and in 2018 was ranked 53rd 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.

The National Academies have selected 11 WSU faculty for membership, including three from the Paul G. Allen School for Global Animal Health. Three faculty members were named Fellows of the American Association for the Advancement of Science in 2019, boosting WSU's representation to more than 38 AAAS Fellows. Forty-three members of the WSU faculty have been chosen for membership in the Washington State Academy of Sciences, an organization that provides expert scientific and engineering assessments to inform public policy.

The University's total annual operating budget tops $1.2 billion. Grants and contracts, combined with tuition and fees, account for about 50 percent of revenues. After years of declining state support, the Washington legislature began reinvesting in higher education in recent years. The legislature appropriated $111 million for capital projects at WSU during its last session, and state operating appropriations represent about 20 percent of University revenues. WSU's total endowment assets are valued at more than $1 billion. The University's research and development expenditures reached a projected $370 million in 2019. For two years in a row, WSU has led the list of U.S. Department of Agriculture research and development expenditures, according to the National Science Foundation's Higher Education Research and Development Survey. WSU researchers expended $50.9 million in USDA funding during the 2017 federal fiscal year, the second of the two years WSU ranked first among 390 universities nationwide.

Leadership and the Drive to 25

A nationally respected leader in higher education, Dr. Kirk H. 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 is married to Noel Nunnally Schulz, a nationally known expert in power systems engineering and also a professor in the Voiland College.

Under President Schulz's leadership, WSU has achieved several significant milestones including:

- Statewide enrollment totaled a record 31,607 students for the fall 2019 semester;
- WSU Everett, the University's newest campus, expanded its academic offerings and opened a state-of-the-art facility in downtown Everett;
- WSU strengthened its partnership with the state wine industry, which is the second largest producer of premium wine in the country. One vibrant example of this partnership is the Ste. Michelle Wine Estates WSU Wine Science Center located on the campus of WSU Tri-Cities;
- Enrollment at WSU Vancouver topped 3,500 students two consecutive years, and now more than one-third of WSU students enroll at a campus other than Pullman;
- WSU Health Sciences Spokane reached nearly $35 million in grant and contract in Fiscal Year 2019, more than triple the amount in 2010 when the campus was initially designated as the University's health sciences campus;
- The Global Campus continued to expand its academic offerings to meet student demand, adding four new degree programs and developing 71 new online courses in the past year.

President Schulz is guiding the Drive to 25, a system-wide effort launched in the fall of 2016 to boost WSU to recognized status as one of the nation's top 25 public research universities by 2030. The initiative is the University's highest strategic priority, identifying objectives which guide decisions about institutional goals, priorities, and financial investments affecting WSU's teaching, research, and service mission. The University's senior leadership team and deans have identified eleven metrics by which to measure progress:

- Federal research and development expenditures
- Faculty awards
- National Academy membership
- Citations: Thomson Reuters InCites
- Total research and development expenditures
- Doctorates awarded
- Annual giving
- 6-year graduation rate
- Percentage of undergraduates involved in research, scholarship, and creative discovery

- Placement rate of graduates
- Percentage of diverse faculty, staff, and students

The Drive to 25 builds on the cornerstones of the University's Strategic Plan and its two primary goals: offering a transformative educational experience to undergraduate and graduate students, and accelerating the development of a preeminent research portfolio. The University is currently in the midst of creating its first comprehensive system plan, which will address the years 2020-2025. The plan is expected to be finalized in 2020.

Role of the Provost and Executive Vice President

The Provost is WSU's chief academic officer, overseeing all academic programs, including instruction and research, and providing leadership for academic administrative operations. The Provost has principal responsibility for the planning, development, implementation, assessment, and improvement of all academic programs and policies for the WSU system. The Provost ensures academic excellence through appropriate faculty recruitment, retention, and renewal processes, as well as through rigorous review of faculty appointments, tenure, and promotion. The Provost is also responsible for the planning, quality, and delivery of the education provided to all WSU students at all campus locations. The Provost carries out these responsibilities in coordination with the WSU Faculty Senate under the University's shared governance model. In addition, for issues involving the Health Sciences, the Provost carries out these responsibilities in consultation with the Vice President for Health Sciences and Chancellor.

Reporting directly to the President and serving as a member of his cabinet, the Provost will work collaboratively with cabinet members, the Faculty Senate, deans, vice chancellors of academic affairs, faculty, staff, and students to advance strategic goals across the University system. As Executive Vice President, the Provost also serves as the President's leading senior executive for day-to-day campus operations and makes decisions on behalf of the President when the President is not available. The attached organizational charts depict the WSU system and the Office of the Provost reporting structure.

In carrying out these broad duties, the Provost will address several key opportunities and challenges, as detailed below.

Key Opportunities and Challenges for the Provost and Executive Vice President

Lead efforts to develop a comprehensive model for an exceptional and seamless student educational experience across all campuses

The Provost will help address the student experience holistically in pursuit of the student success metrics outlined by the Drive to 25. Working in close partnership with the Vice President of Student Affairs, the Provost will explore and help tackle issues which act as barriers to student success, including limited scholarships, stipends, and other financial support for students, housing and food insecurity, and mental health services. The Provost will enhance academic programs to increase engagement and promote academic advising to boost student retention, facilitating policy and procedural changes that better integrate international and extension students and promote success.

Ensure and strengthen academic excellence and innovation

As the most visible champion for WSU's academic enterprise, the Provost will develop a collaborative vision for the academic and research goals of the University. The Provost will continually seek additional avenues for development and support of all University faculty and staff who contribute to WSU's academic mission. In coordination with faculty leadership within a system of shared governance, the Provost will enhance the teaching, service, and research enterprise of the University at all levels. The Provost will support excellent teaching through ongoing faculty development and support, promotion of innovative and inclusive pedagogy, and incentivizing interdisciplinary collaboration. The Provost will think strategically and creatively about how to recruit and retain excellent faculty across all the campuses, enhance faculty evaluation and recognition, and best serve the varied needs of differently ranked faculty. The Provost will also continue to build out infrastructure and guidelines to support and build capacity for research, with increased emphasis on STEM and other creative activity. Partnering with the Vice President for Research, the Provost will continue progress made from the External Review of Innovation and Entrepreneurship and increase momentum behind research engagement. The Provost will also keep a broad perspective on the University's land-grant mission and ensure a focus on community outreach and meeting the needs of underrepresented populations. Bringing to bear significant experience in strategic planning and accreditation, the Provost will help the University adapt to changing trends in higher education and promote academic program excellence.

Strengthen collaborative relationships across the system

In close partnership with the President and working with the chancellors, the Provost will help this distinctive multi-campus University system mature in ways that integrate, embrace, and build upon the individual strengths of each of the six campuses. The Provost will provide collaborative leadership, forging connections and better integration across the system with a concomitant goal of ensuring a richer student experience through strengthened connections with student affairs, finance, athletics, and other functional areas. The Provost will provide a clear academic trajectory for the entire WSU system, working strategically and collaboratively as part of executive cabinet and multi-campus leadership. The Provost will mentor and empower deans to promote collaborative partnerships across campus- and system-wide projects. Both within and beyond the University, the Provost will promote the visibility and accessibility of deans to form meaningful connections, better serve the communities, the system, and facilitate partnership and development opportunities. To that end, the Provost will help steward a culture change that values bottom-up collaborative leadership for the benefit of individual units and the institution as a whole.

Develop a comprehensive system-wide enrollment management strategy

The Provost will guide the University's growth through strong enrollment management and cultivate creative approaches for additional revenue streams. WSU is committed to improving the enrollment, retention, and progress to academic success journey for our students. To ensure this success, the Provost will lead the development and implementation of a comprehensive and coordinated system-wide enrollment management and completion strategy. Working with the Vice President for Student Affairs, this comprehensive plan for student success will transcend traditional structural boundaries with the outcome of undergraduate student success. This approach will ensure that efforts are strategically coordinated to improve retention. The goal is to achieve the same level of success for all students.

In collaboration with WSU communities, build programs with measurable goals to improve diversity and inclusiveness on all campuses

Work on equity and inclusion plays an important role in the Drive to 25, which calls for the University to establish a welcoming and inclusive environment. Working with WSU communities, the Provost will provide leadership, professional development, and accountability to enhance dialogue and strategic messaging about the importance of diversity, equity, and inclusion. The Provost will establish goals for inclusive pedagogy and practices, provide support structures for concerted efforts to hire and retain diverse faculty, and ensure that each WSU entity doing this crucial work is sharing its best practices. The Provost will promote a greater sense of community and opportunities to meet the needs of a diverse student population hailing from across the state, country, and world. By promoting the value of a diverse, equitable, and inclusive environment within higher education, the Provost will be a primary champion for free speech, academic freedom, and the life-changing value of a WSU degree.

Establish strong operational and management processes to support WSU's growth and success

In close collaboration with the Vice President for Finance and Administration, the Provost will advocate for academic affairs and prioritize operational and fiscal pathways that best support the academic mission. As WSU continues to grow, the Provost will lead strategic implementation to optimize operational processes for individual campuses regarding infrastructure, physical capacity, and allocation of resources. The Provost will manage and coordinate this growth by bringing perspective on the future of higher education and how to adapt to emerging fields and expanding online resources. The Provost will help guide multi-campus academic budget and financial model discussions alongside their implications for faculty, staff, students, and programs as a whole. By applying well-developed academic budgeting knowledge and familiarity with funding models, the Provost will promote a strong and financially sustainable academic enterprise.

Serve as a WSU ambassador and academic champion, enhancing the visibility of the University system locally, nationally, and beyond

The Provost will play a key role in promoting and marketing the University's academic activities internally and externally, working closely with the local community and state legislature to ensure WSU is responsive to the educational needs of the regions in which the campuses are located. As the President's primary proxy when the President is absent, the Provost will contribute to enhancing town-gown relations within the city of Pullman and engage in fundraising and donor cultivation where appropriate. Through participation in national conferences and other professional associations, the Provost will continually engage in thought leadership on the future of land-grant universities in the 21st century. By staying true to the University's land-grant ideals of access and equity, the Provost will enhance WSU's ability to deliver transformational education across the state of Washington, the United States, and internationally.

Qualifications and Characteristics

The successful candidate for the Provost will be an experienced academic leader with a high level of energy, enthusiasm, and drive to achieve ambitious University-wide goals. While no one candidate may possess all of them, the successful candidate will offer many of the following qualifications and attributes:

Background and Leadership Experience

- A Ph.D. or other terminal degree and a strong record of academic teaching and active research and scholarship requisite for an appointment as a tenured full professor at WSU;
- A successful track record in academic administration with progressively responsible experience and quantifiable advancement of the organization the candidate has led;
- A passionate commitment to academic excellence, with demonstrated advocacy for faculty and implementation of innovative strategies that enhance research, grant, and contract activity;
- A collegial, collaborative, and accessible approach to leadership, with a track record of building meaningful partnerships and relations internally, externally, and across the University system;
- An enthusiasm for students and an understanding of their needs and what it takes to inspire academic success.
- Strategic and data-driven thinking with experience in assessment and outcomes measurements as well as accreditation processes;
- A commitment to transparency in policy, strategy, and financial management, with an appreciation of and support for shared governance;
- An awareness and respect for the core values of a land-grant institution, and the ability to operate successfully across a multi-campus environment;
- Meaningful commitment to and demonstrated accomplishment in issues around inclusivity, equity, and diversity, incorporating them into the daily operations of the organization and embedding them as learning outcomes in academic instruction and research;
- Ability to develop and promote positive public relationships with appropriate groups at local, state, national, and international levels, and to articulate the mission of the University to diverse public constituencies;
- Superb communication skills, both in the written and spoken word, and the ability to collaborate and work constructively with other University leaders, developing partnerships with other divisions to further the mission of the institution;
- Demonstrated commitment to the professional development and success of faculty and staff;
- Clear understanding of leading-edge methods and instructional technologies to support faculty, staff, and students in a large public university;
- Excellent financial management skills and demonstrated experience working with complex budgeting models; an astute understanding of university finances and the relationships between academic priorities, budgeting, and fundraising;
- Honesty, integrity, resilience, humility, and a sense of humor.

Location

This position is located in Pullman, Washington, a close-knit, family-friendly town of more than 33,000 people located in southeastern Washington, 75 miles south of Spokane. Pullman offers the stimulation of a research university combined with a small-town living environment. Pullman is close to mountain ranges, scenic lakes, and rivers in an area that offers excellent outdoor activities. Spokane is the largest metropolitan area (with a population of over 484,000 in Spokane County) between Seattle and Minneapolis and is the state's second largest city. Moscow, Idaho, home of the University of Idaho, Idaho's land-grant university, is eight miles from Pullman, making the area rich in university-based activities. Travel between the campus and extension locations will be expected on a frequent basis.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website for the search: www.imsearch.com/7350. Electronic submission of materials is strongly encouraged.

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

Appendix I:
More about Washington State University

Established by the Legislature in 1890, shortly after Washington achieved statehood, the Agricultural College, Experiment Station, and School of Science of the State of Washington opened its doors to 47 students in January 1892. As President Enoch Bryan told the regents in 1894, the land-grant college must provide "collegiate work that is advanced scientific and technical work, and a liberal education." Since then, that small college has expanded to become Washington State University, an internationally respected university system serving more than 30,000 students on five campuses in Pullman, Spokane, Tri-Cities, Vancouver, and Everett, along with a Global Campus and WSU Extension offices in each of Washington's 39 counties that deliver research-based educational programs and services to individuals, businesses, and communities. Additionally, WSU has established Research and Extension centers on both sides of the Cascades, in Lind, Long Beach, Mount Vernon, Othello, Prosser, Pullman, Puyallup, and Wenatchee.

WSU PULLMAN

The flagship campus for the University, the 1,742-acre Pullman campus serves as home to about 21,000 students, as well as the University administration. WSU Pullman is a hub for most of the University's student organizations, including its athletic teams, as well as galleries, performance venues, and museums dedicated to art, anthropology, zoology, and other topics. The Pullman campus is largely residential; 46 percent of students live in residence halls, University-owned apartments, or fraternity and sorority houses.

Student profile, fall 2019

- Total enrollment: 20,976
  - Undergraduate: 18,346
  - Graduate: 2,173
  - Professional: 457
- % minority: 29.7
- % international: 9.1
- % women: 50.5
- % first generation: 31.0

WSU HEALTH SCIENCES SPOKANE

Located about 75 miles north of Pullman, WSU Health Sciences Spokane is the University's urban health sciences campus, which prepares the state's future generations of physicians, nurses, pharmacists, and other health professionals. The 48-acre campus is home to several modern facilities, such as the Pharmaceutical and Biomedical Sciences building, which houses the latest in health science laboratories and classroom technology. The campus also houses programs offered by Eastern Washington University and is located just across the Spokane River from Gonzaga University. Fittingly, this area of Spokane is referred to as the University District, or U-District.

Student profile, fall 2019

- Total enrollment: 1,685
  - Undergraduate: 534
  - Graduate: 325
  - Professional: 826
- % minority: 31.9
- % international: 2.3
- % women: 71.6
- % first generation: 30.4

WSU VANCOUVER

Situated on 351 scenic acres in Southwest Washington with stunning views of Mount St. Helens and Mount Hood, WSU Vancouver offers 22 bachelor's, eight master's, and three doctoral degrees. The campus's state-of-the-art facilities support signature programs including creative media and digital culture, environmental science, mechanical engineering, psychology, and public affairs. WSU Vancouver is well-known in its community for the award-winning Business Growth Mentor and Analysis Program, a student-run consultancy managed by the Carson College of Business. As a commuter campus, more than 3,500 students attend WSU Vancouver and participate in a variety of clubs, organizations, events, and recreational opportunities. WSU Vancouver is part of the Portland metro area, and 95% of graduates stay in the region.

Student profile, fall 2019

- Total enrollment: 3,585
  - Undergraduate: 3,170
  - Graduate: 415
- % minority: 29.1
- % international: 2.6
- % women: 54.4
- % first generation: 43.4

WSU TRI-CITIES

WSU Tri-Cities is located on 200 acres along the banks of the Columbia River in the southeastern part of the state. The campus serves more than 1,800 students by offering 50-plus undergraduate and graduate degree programs. WSU Tri-Cities is home to the Ste. Michelle Wine Estates WSU Wine Science Center and the Bioproducts, Sciences, and Engineering Laboratory, built in partnership with Pacific Northwest National Laboratory.

Student profile, fall 2019

- Total enrollment: 1,813
    - Undergraduate: 1,603
    - Graduate: 210
- % minority: 42.4
- % international: 2.2
- % women: 56.1
- % first generation: 41.8

WSU EVERETT

The University's newest campus, WSU Everett offers industry-aligned undergraduate programs with an interdisciplinary focus to the Puget Sound region to prepare students to compete globally from the local economy. Students complete their upper-division requirements in fields such as data analytics, engineering, hospitality business management, and integrated strategic communication at WSU Everett. The campus is located near the waterfront in downtown Everett, about 30 miles north of Seattle.

Student profile, fall 2019

- Total enrollment: 283
    - Undergraduate: 283
- % minority: 34.6
- % international: 5.7
- % women: 27.9
- % first generation: 41.7

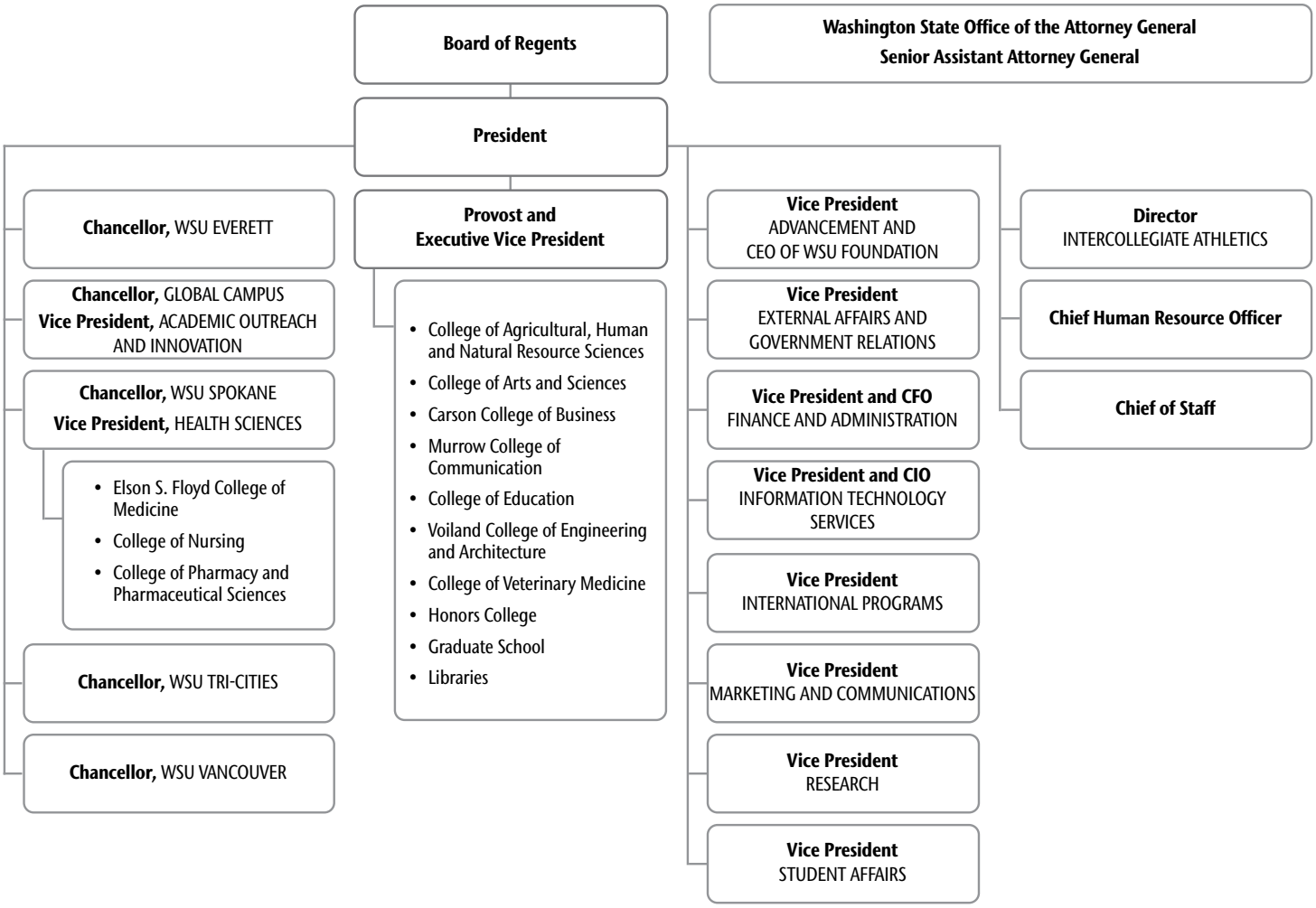
WSU GLOBAL CAMPUS

In addition to serving students through its brick-and-mortar campuses, the University also reaches out to the residents of Washington and beyond through the WSU Global Campus, which delivers degrees online, and Professional Education (PE), which includes a range of non-credit continuing education programs, such as seminars, workshops, conferences, trade expositions, and online certificates. Several of these programs have earned national acclaim. The WSU Global Campus serves more than 3,000 students through its online offerings. With programs in fields including accounting, management and operation, management information systems, economics, data analytics, criminal justice, human development, humanities, social sciences, integrated strategic communications, and psychology, students around the world have access to WSU's world-class faculty and academic programs regardless of geography.

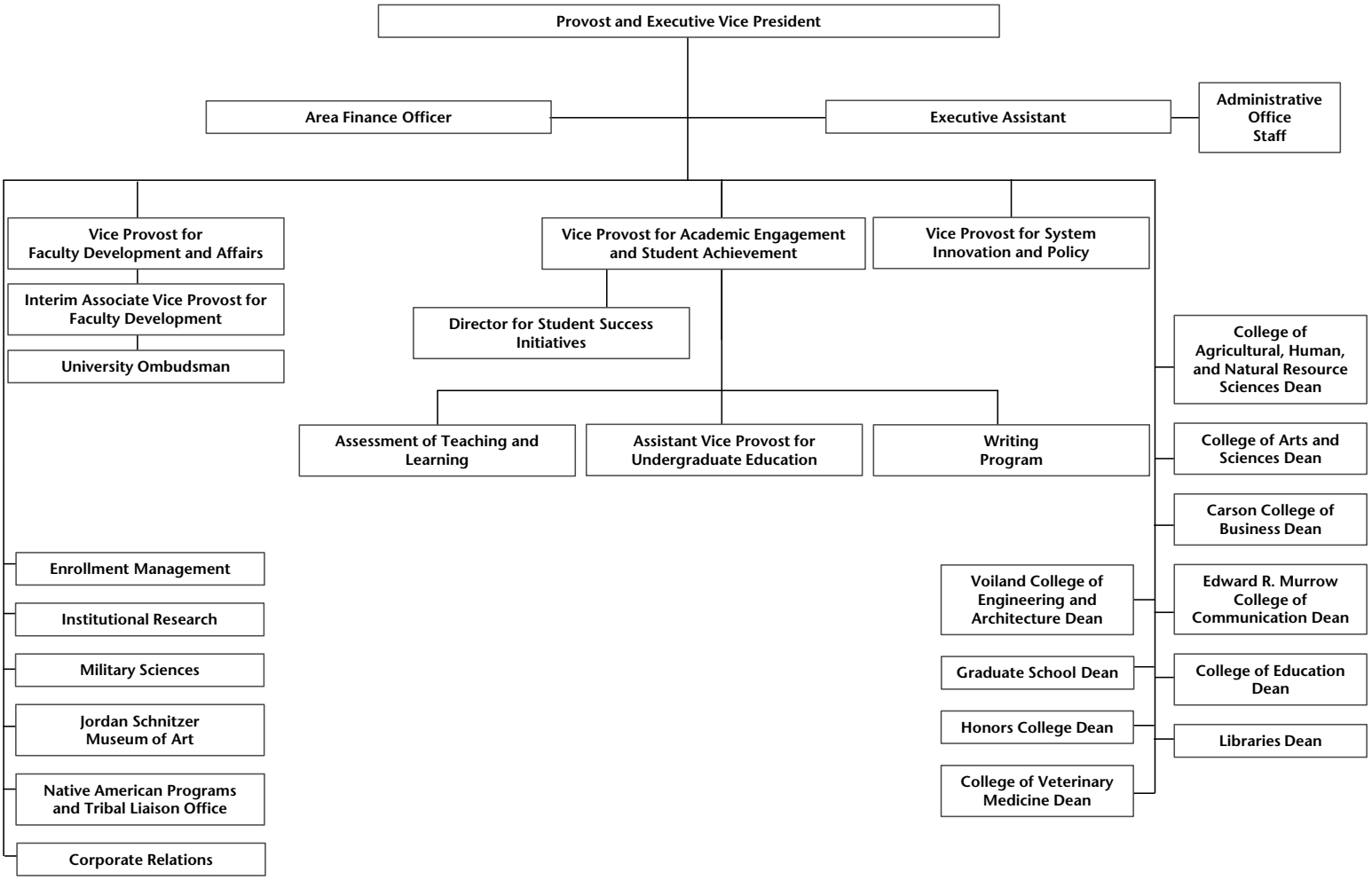
Student profile, fall 2019

- Total enrollment: 3,265
  - Undergraduate: 2,126
  - Graduate: 1,139
- % minority: 29.2
- % international: 5.2
- % women: 60.1
- % first generation: 29.4

Appendix II:
University Organization Chart



Appendix III:
Office of the Provost Organization Chart



WASHINGTON STATE
UNIVERSITY