PRESIDENTIAL SEARCH PROFILE
A unique opportunity for distinctive leadership
The Board of Trustees of University of Puget Sound has begun the search for the college’s 14th president and invites nominations and applications from persons who will provide exceptional and distinguished leadership. Following the highly successful tenure of President Ron Thomas, who will conclude 13 years of service following the 2015–16 academic year, Puget Sound is positioned to continue to advance its standing as one of the leading independent, residential national liberal arts colleges in the United States.

Located in the diverse city of Tacoma, Washington, just 30 miles south of Seattle in the great Pacific Northwest, Puget Sound benefits from a unique combination of urban and natural resources that support the academic program and inform the ethos and culture of an institution that seeks not to emulate others but to become the best version of itself. It is anticipated that the next president of University of Puget Sound will begin duties on or around July 1, 2016.
A PUGET SOUND EDUCATION is not something you get, it’s something you do and someone you become. It is an investment for a lifetime of leadership. Among the qualities of the Puget Sound experience is a collaborative spirit, a sense of cooperation and optimism about the future joined with a conviction that we are capable of doing what needs to be done to realize our collective vision. In accord with our tradition of bold innovation, we have gathered the creative energies of our students and faculty, the dedication of our staff and administrative team, the experience and perspective of our alumni, the wisdom and commitment of our trustees, and the interests of our friends to work together to more effectively tell—and to be—one of the best stories in higher education.

Our strategic plan is an investment in the innovative and independent-minded people of Puget Sound, people who are drawn to live and learn in an inspiring place and who engage the world with a clear sense of purpose. It signals this university’s defining moment and fulfills our ambition to become the very best version of ourselves: a national liberal arts college—with the imprint of the Pacific Northwest—that stands with distinction among the most highly regarded colleges in the nation.

*Defining Moments: The Strategic Plan for University of Puget Sound, 2006*
About University of Puget Sound

Founded in 1888 University of Puget Sound offers a distinctive combination of a strong liberal arts curriculum and innovative interdisciplinary programs. The academic program is enriched by the undergraduate School of Music and School of Business and Leadership, and graduate programs in education, occupational therapy, and physical therapy. The Puget Sound experience is focused on the reciprocal nature of teaching and learning, with an emphasis on interdisciplinary and experiential learning. The college embraces and is influenced by the dynamic Pacific Northwest environment, civic engagement, diversity, environmental responsibility, and a global focus with a particular emphasis on the Pacific Rim.

University of Puget Sound defines itself in part by its sense of place:

It is the only national, independent liberal arts college in Western Washington, and one of only five in the Pacific Northwest granted a charter by Phi Beta Kappa, the nation’s most prestigious academic honor society.

Located in Tacoma, an urban center with a profound sense of community, “The City of Destiny” is a thriving port city of 200,000 people and a gateway to the Pacific Rim with easy access to the opportunities of Seattle to the north and the capital city of Olympia to the south.

The proximity of mountain ranges, ocean beaches, and rain forests provides not only a breathtaking backdrop and ample recreational opportunities, but also a wealth of research, internship, and experiential learning opportunities.

The independent and pioneering spirit of the Pacific Northwest is complemented by a belief in global interdependence that attracts students, faculty, and staff who “are drawn by the future more than we are shaped by the past,” as stated in Puget Sound’s 2006 strategic plan, Defining Moments. In fulfilling the goals of this plan, Puget Sound has made significant infrastructure and campus improvements, consistently met enrollment goals and balanced its budgets, strengthened ties with alumni, and recently exceeded the largest comprehensive campaign goal in the college’s history, raising more than $131 million from more than 28,000 alumni, parents, faculty, staff, and friends of the college.

There is no lessening of energy or ambition as the university prepares for its next chapter and new leadership.
THE ACADEMIC PROGRAM

Puget Sound has an unqualified commitment to excellent teaching, for which the college has now achieved a national reputation. The faculty is highly collaborative and Puget Sound’s academic program offers up to 1,600 classes a year in more than 50 traditional and interdisciplinary areas of study. From their first year, students work side by side with professors, exploring multifaceted interests and gaining both skills and independence as they build to thesis and capstone projects taken on as seniors. Highly accessible professors and a wealth of resources, including a Center for Writing, Learning, and Teaching and the office of Career and Employment Services, prepare students for an ever-changing world in which they will continue to learn, to work, and to lead.

• The core curriculum. The Puget Sound faculty has over the decades retained and revised a core curriculum, which begins with two first-year Seminars in Scholarly Inquiry that each guide the student through an in-depth exploration of a focused area and sharpen the student’s skills in formulating questions, reading critically, conducting research, developing persuasive arguments, and communicating ideas effectively in both oral and written forms. The second seminar concludes with a substantial research project. In the first three years, students also study five Approaches to Knowing (Artistic, Humanistic, Mathematical, Natural Scientific, and Social Scientific), which is followed by Connections, an upper-level integrative course that challenges the traditional boundaries of disciplines and examines the benefits and limits of interdisciplinary approaches to addressing questions and solving problems. A new curriculum rubric, Knowledge, Identity, and Power, challenges students to develop their understanding of the dynamics and consequences of power differentials, inequalities and divisions among social groups, and the relationships of these issues to the production of knowledge and to students’ own lives.

• The sciences. One in every three students graduates from Puget Sound with one or more majors in the sciences. In 2016 it is projected that percentage will increase to 37%, a trend that has been bolstered by completion of a new science center in 2006, Puget Sound’s largest ever capital investment at $60 million. The summer research program in the sciences, established in the 1980s and now maintained in part by alumni who benefitted from summer research awards, supports nearly 50 students each year who pursue independent research, mentored by faculty. Students and faculty have access to state-of-the-art instrumentation, provided in part by the support of the Institute of Museum and Library Services, Keck Foundation, Murdock Charitable Trust, PACCAR Foundation, National Science Foundation and National Institutes of Health, and the Sherman Fairchild Foundation. The James R. Slater Natural History Museum, with 85,000 specimens, is an additional laboratory for study while also serving nearly 100 K-12 classroom teachers and 2,200 students in 2014-15 alone, as well as more than 2,000 community visitors and researchers worldwide.

• The humanities and the Honors Program. Contrary to national trends, study in the humanities is thriving at Puget Sound. With the support of planning and implementation grants from the Andrew W. Mellon Foundation, faculty members have engaged in “curricular master planning” in English, the Honors Program, and the Humanities Program, with the English department developing a new, highly-integrated major program and Hispanic Studies developing a new minor in Latina/o Studies. Four-year academic-residential programs in Honors and Humanities enrich student opportunities on and beyond the campus, while a significant Mellon Foundation grant is supporting faculty development in digital humanities, film and new media, and queer cultures. Puget Sound’s long-standing excellence in intercollegiate forensics adds to the college’s national footprint.

• The arts. Schneebeck Concert Hall, Norton Clapp Theatre, and Kittredge Gallery are important artistic venues on the campus and valuable laboratories for education in the departments of Theatre Arts and Art and Art History, and in Puget Sound’s conservatory-quality School of Music. Annual performances and exhibits include more than 100 concerts, two faculty-directed mainstage productions, a robust line-up of student theater productions, and both student and guest artist exhibits. Puget Sound was the birthplace of the Tacoma Art Museum and Tacoma Symphony Orchestra, and maintains strong connections with the unique artistic and cultural resources of Tacoma, including the international Museum of Glass, Washington State Historical Museum, LeMay Car Museum, and Broadway Center
for the Performing Arts. Several large endowments in the arts support the vibrant intellectual life of the campus.

• **The social sciences.** Traditional disciplines and distinctive interdisciplinary programs comprise opportunities for study in the social sciences. International study, practicums and internships, community-based coursework, and senior thesis projects are common across these departments, providing rich laboratories for extension and application of classroom learning. This fall the college held its eighth annual Arts, Humanities, and Social Sciences Symposium, featuring the work of student summer research award recipients.

• **Business and leadership.** The School of Business and Leadership, which produces well-rounded business innovators in the tradition of the liberal arts, is home to the selective Business Leadership Program—a cohort-based honors program with a residential component—as well as the Tacoma Entrepreneur Network, an award-winning CFA Institute Research Challenge team, and student investment clubs.

• **Graduate programs.** Three graduate schools—School of Education, School of Occupational Therapy, and School of Physical Therapy—share the values of transformative education reflected in the undergraduate program, and enroll approximately 270 students in programs that are integrated with the larger campus and provide service to the local community. OT and PT, along with undergraduate programs in Exercise Science, Psychology, and Neuroscience, benefit from a new center for health sciences, enabling synergy across teaching, research, and clinical practice in these fields.

• **Interdisciplinary focus.** As a liberal arts college “on the larger side of small”—with a larger faculty than is the norm at most small colleges—Puget Sound has developed rich opportunities for teaching and research at the intersections of disciplines. Collaborations among faculty members have produced distinctive programs in Science, Technology and Society as well as Neuroscience, International Political Economy (the first undergraduate program of its kind in the nation, for which Puget Sound faculty have written the leading textbooks), Global Development Studies, Environmental Policy and Decision-Making, Bioethics, and vibrant area, cultural, and identity studies programs, including African American Studies, Asian Studies, Gender and Queer Studies, Latin American Studies, and Latina/o Studies.

• **Global focus.** Puget Sound’s global focus is broadly distributed throughout the curriculum. The Pacific Rim/Asia Study-Travel Program, established in the 1970s, offers a transformative education across eight Asian countries in nine months on a three-year cycle; approximately half of the student body take at least one course in Asian Studies. In 2015, the Latin America Study Tour was re-established and will make a second journey to Cuba in January 2016; Puget Sound also partners with Pacific Lutheran University for a unique study abroad program in Oaxaca, Mexico. With support from the Henry Luce Foundation, environmental field schools are being developed in a series of Southeast Asian countries and the Trimble Foundation is supporting further enrichment of studies in or related to China. In all, approximately 40% of Puget Sound students study abroad in more than 40 countries through a combination of faculty-led, exchange, and third-party program offerings.

• **Outcomes.** Puget Sound students have high academic expectations of themselves. Among the student awards garnered in 2015 were a Rhodes Scholarship, Marshall Scholarship, Watson Fellowship, National Science Foundation Research Fellowship, Fulbright Research Scholarship, Fulbright English Teaching Assistantship to Germany, Critical Language Scholarship to China, seven French Government Teaching Assistantships, and an NCAA Postgraduate Scholarship. Puget Sound is also among the top undergraduate colleges for students who go on to pursue doctorate degrees and other post-graduate study, has high acceptance rates for graduate programs in law and medicine, and consistently ranks among the top small colleges with graduates in the Peace Corps. Carrie Hessler-Radelet, director of the Peace Corps, was the college’s most recent Commencement speaker and honorary degree recipient.
THE PEOPLE

While the campus itself is exceptionally beautiful, the campus community is Puget Sound’s most valuable and distinctive asset.

Students. A quick stroll through the student center reveals that no two Puget Sound students are alike. Scholars are also athletes, activists, artists, and more. They are friendly, curious, and collaborative, and highly engaged in campus life and in numerous cocurricular opportunities.

• Enrollment. About 80% of students come to Puget Sound from outside Washington state, with the highest numbers coming from California, Oregon, Colorado, Minnesota, and Hawai‘i. There is strong representation from the Midwest, and increasing numbers from the East Coast and South. A new initiative is underway to recruit international students, leveraging the college’s location on the Pacific Rim. Increasing the diversity of Puget Sound’s student body is imperative for the university to fulfill its mission, strengthen student success, and enhance the quality of the academic experience.

During 2013-14, a work group of trustees, faculty, and staff, was convened to develop clear guidelines to inform institutional decision-making regarding enrollment strategies. Among the recommendations was a shift to a test-optional admission policy, which goes into effect this year, reflecting the fact that high school grade point average is nearly three times more predictive of a student’s success at Puget Sound, in terms of academic performance and retention, than standardized test scores. The test-optional initiative joins several other recently launched programs endorsed by the Enrollment Work Group that also aim to diversify and provide access to Puget Sound for outstanding students, including the Tacoma Public Schools Commitment, the Access Programs Cohort Program, and a new partnership with The Posse Foundation.

• Residential life. The majority of students live on campus, which has a two-year residency requirement, although those who live off campus generally live within half of a mile. Student-developed theme houses—located on Theme House Row or in a number of diverse residential settings—range from cerebral (Muses House) to active (Outhaus) to environmental (The Live Green House). Academic-residential programs, from first-year seminars to language houses, along with upper-division “flats” in Commencement Hall, add to the mix of living-learning choices and support Puget Sound’s 24/7 learning environment.

• Cocurricular involvement. Students play an active role in the life of the college, with a strong student government and high participation in cocurricular activities, student-run organizations, community service, and athletics. The Loggers’ 23 varsity teams compete in the NCAA Division III Northwest Conference and frequently advance to postseason play. The college also offers Greek life, with four sororities and four fraternities that focus on community engagement and campus leadership opportunities, during college years and beyond.
Faculty. With 85% of 287 faculty members teaching full time, and 99% of tenure-line professors holding doctorates (or equivalent), the Puget Sound faculty is an exceptional resource with a wide range of expertise. Faculty take pride in knowing students personally, in engaging them deeply in the learning process, and in extending classroom relationships to research and other partnerships that advance both teaching and learning. Seven Puget Sound faculty members have received Carnegie Foundation Washington state teaching awards, more than any other college.

Alumni. Puget Sound graduates include Rhodes and Fulbright scholars, notables in the arts and culture, entrepreneurs and elected officials, and leaders in business and finance locally and throughout the world. Puget Sound has 40,000 alumni, with regional clubs in Boise, Chicago, Denver, Hawai‘i, Los Angeles, Portland, New York, Minneapolis/St. Paul, San Francisco, Seattle, Tacoma, and Washington D.C. The Alumni Council has more than 1,300 volunteers, who assist with interviewing prospective students, mentoring current students, career networking, fundraising, and more. Their efforts are complemented by a Parents Council of more than 200 active volunteers from across the country who make significant contributions of time, energy, and financial support. Both groups will continue to play a key role in the work of the college going forward.

Staff. An entrepreneurial and dedicated staff is devoted to student success across all facets of campus life and to achieving the goals of the institution’s strategic planning initiatives, including service on an annual Budget Task Force, which also includes members of the faculty and student body.

Leadership. The college is strengthened by a commitment to shared governance, with a strong Faculty Senate and a senior leadership team representing the academic division, communications, enrollment, finance and administration, student affairs, and university relations. The independently-elected board of trustees is composed primarily of alumni and parents of Puget Sound students, including international leaders in banking and finance, scientific research, charitable foundations, government, business, and education.
THE PLACE

Location. The college is located in a vibrant, historic neighborhood adjacent to Tacoma’s urban center, which is just 30 miles south of Seattle. Tacoma is a diverse, international community of approximately 200,000 residents and the political center of Pierce County, a county of 800,000. Tacoma was recently named one of the nation’s Most Livable Communities. It is situated near the shores of Commencement Bay, with the Cascade mountain range to the east, the Olympic mountains to the west, and Mount Rainier looming over campus on sunny days. The pedestrian-friendly city offers vintage boutiques, independent bookstores, art museums, restaurants, and the ubiquitous coffee shops that define the region, as well as the 760-acre Point Defiance Park, including a zoo, aquarium, hiking trails, marina, and ferry service to nearby Vashon Island.

Located on 97 acres in Tacoma’s residential North End neighborhood, the Puget Sound campus is among the college’s most distinctive assets. The physical characteristics—its Tudor-Gothic architecture, open spaces, pathways, and landmarks—support a 24/7 living and learning environment. In the past decade, significant investment has been made in the physical infrastructure, including a new science laboratory building, a center for health sciences, an academic residence hall, and a new athletics and aquatics center that will be completed by fall 2016.

The Puget Sound area also offers internships, employment, and research opportunities unique to the geography of the region and a thriving economy, including local businesses as well as Seattle-area corporations such as Amazon, Boeing, Hitachi, Microsoft, Starbucks and others.

Diversity and Inclusion. Puget Sound has a strong and visible commitment to diversity as an essential foundation for a liberal arts education and for the creation of a welcoming and inclusive community of scholars. Numerous programs and resources engage the campus, including a dean and an office of Diversity and Inclusion that oversee implementation of a diversity strategic plan, a regular campus climate survey, and Title IX compliance.

Academic programs such as the African American Studies Program, the Latina/o Studies Program, and the Gender and Queer Studies Program offer students opportunities for focused critical study of

PUGET SOUND VALUES the intrinsic worth of its members, recognizes our shared qualities, and embraces our differences. We make appreciation of all persons a key characteristic of this community, foster a spirit of openness and active engagement, and strive to be diverse and inclusive in every aspect of campus life. In doing so, we ensure a full educational opportunity for all who teach and learn at University of Puget Sound. We believe that reflective, thoughtful, and respectful examination of the differing dimensions of diversity educates and empowers all who work and study here to be advocates for inclusion and equity. All members of this community share in cultivating, sustaining, and continuously developing an environment in which equity is intentionally sought and inclusiveness is practiced. University of Puget Sound is a powerful example of a community enriched by diversity in all its forms, and the challenges and rewards that come with diverse representation, thought, and expression.

Diversity and Inclusion Vision Statement
pugetsound.edu/diversity
the historical and contemporary meaning of diversity in American life. The Race and Pedagogy Initiative, host every four years of the Race and Pedagogy National Conference, integrates the intellectual assets of the campus into a mutual and reciprocal partnership with the local community, and pursues the vision of educating students and teachers at all levels to think critically about race and to act to eliminate racism.

Puget Sound will welcome its first cohort of 10 students from The Posse Foundation in fall 2016. The university is the foundation's first partner in the Pacific Northwest and the first to draw students from the San Francisco Bay area. The college's long-standing Access Programs, which include a summer pipeline program in math and science for K-12 youth, and its Tacoma Public Schools Commitment to meet demonstrated financial need for Tacoma high school students also contribute to providing access to a Puget Sound education for students from diverse backgrounds.

Sustainability. Loggers live green! There are many groups, organizations, and programs on campus that are dedicated to making the campus sustainable, including initiatives related to energy use, recycling, green building construction, and transportation. The Sustainability Advisory Committee is a coalition of students, faculty, and staff that coordinates projects to advance sustainability efforts and improve the university's rating under the Sustainability Tracking and Rating System (STARS). New construction includes three LEED Gold ratings from the U.S. Green Building Council.

Community Engagement. Tacoma and the greater South Sound region offer students and faculty members an ideal environment in which to live and learn. Since 2003 the university has made a strategic commitment to connect its academic assets and resources in reciprocal relationship with the Tacoma/Pierce County community to address projects of mutual concern. The Civic Scholarship Initiative and its signature partners—the Race and Pedagogy Initiative, Sound Policy Institute, and Freedom Education Project—provide real-world laboratories for faculty and students to pursue their research and teaching objectives while partnering with regional organizations to solve problems, develop policy, and educate on issues of regional and national significance. The college also works closely with Tacoma/Pierce County Economic Development on various issues of concern to the region and in attracting business and talent to the city. Active service and social justice programs in the Division of Student Affairs also offer opportunities for experiential learning, volunteer work, and student philanthropy.

FINANCIAL STABILITY

Puget Sound has a long history of achieving balanced operating budgets and, with careful and strategic financial management, weathered the recent recession with no major layoffs, hiring freezes, or programmatic disruption. The annual operating budget is $131 million, and the endowment, at $323 million in July 2015, funds 10% of annual operations. Moody's and S&P affirmed the university's A1 and A+ long-term ratings, respectively, in 2014 with stable outlooks at a time when rating agencies were negative on the sector as a whole.

In June 2015 the university concluded One [of a Kind]: The Campaign for University of Puget Sound with $131.6 million in gifts from more than 28,000 alumni, parents, faculty, staff, and friends. Despite being launched during the biggest economic downturn in decades, the campaign was the university's first nine-figure fundraising effort and exceeded its $125 million goal. Key priorities that the campaign funded include:

- **Financial aid.** More than $40 million was raised for endowment that supports student financial aid. Puget Sound created 85 new scholarships and augmented 141 additional scholarship funds. More than 90% of Puget Sound students receive some form of financial aid, reflecting the college's commitment to creating an inclusive campus.
• **Academic programs.** Innovative new programs, faculty appointments, and teaching support were created in areas including Southeast Asian studies, neuroscience, biophysics, bioethics, digital humanities, Latina/o Studies, environmental policy and decision making, and more.

• **Academic and residential facilities.** Supporting Puget Sound’s 24/7 living and learning environment are several new facilities, including The William T. and Gail T. Weyerhaeuser Center for Health Sciences, which includes occupational and physical therapy clinics that serve the community; Commencement Walk, a landscape feature that connects the campus from north to south; and the Athletics and Aquatics Center, scheduled for completion by fall 2016. The college also recently completed a new facilities complex; an expanded student center; and Commencement Hall, a new living and learning center for 135 students. These capital projects are all part of a 20-year Campus Master Plan approved by the board in 2005 and representing more than $200 million in capital investments in the campus over the last decade.

• **Campus life.** The campaign provided support for student engagement programs, faculty development, new technology, library resources, student research and cocurricular activities, campus operations, and signature civic scholarship commitments, including the Race and Pedagogy Initiative and the Sound Policy Institute.

A fundraising plan is in place to form a bridge between the recently concluded campaign and a future strategic planning process and the fundraising that will be needed to support it.
Leadership Priorities

Defining Moments, the 10-year strategic plan that has now come to fruition, proved a prescient name. Puget Sound has come out of one of the most volatile periods in higher education stronger than ever by keeping focused on the key tenets of that plan: to enhance and distinguish a Puget Sound liberal arts education; to build an inspiring academic and residential environment for learning; to deepen relationships with all members of the many communities it represents and serves; and to strengthen its financial position to continue building on the ideals of a liberal arts education.

Yet all constituencies agree that this is still a “defining moment” for Puget Sound. With its leadership role secured nationally—as one of only five national liberal arts colleges in the Pacific Northwest and one of 40 colleges in the nation included in Colleges That Change Lives—the college must continue to address the most pressing challenges affecting higher education from a position of strength, especially the issues of access to and affordability of a residential liberal arts education. The college’s mission to educate students broadly across the disciplines, preparing students to meet the highest tests of democratic citizenship, is especially relevant in developing future leaders able to confront the political, social, cultural, environmental, and technological challenges of our time.

For the next chapter there is already a motto in place to inspire the Puget Sound community to continue its pioneering journey. Engraved in the college’s century-old official seal, embossed in Greek letters above an image of Mount Rainier, long-associated with the adventurous spirit of the people of the college, it reads: Pros Ta Akra, or “To the Heights.”

Build Upon and Advance Puget Sound’s Commitment to Academic Excellence

Puget Sound enjoys an outstanding academic reputation, a strong faculty, and talented and engaged students. Yet there is a broadly shared understanding that to reach a higher level of academic distinction, Puget Sound must address the financial, reputational and demographic challenges facing the entire liberal arts sector. It will be the responsibility of the president to raise the academic reputation of the university regionally, nationally, and internationally. To achieve these goals, it will be important to identify a shared academic vision with the faculty and to determine a common understanding of what makes a Puget Sound education both distinctive and an outstanding value for students and families. The president must be an innovative and strategic thinker who can critically assess the college’s current position, articulate a compelling shared vision for the future, and develop goals for its strategic implementation.
Embrace and Strengthen Puget Sound’s Unique Position
The president must understand and model the values of the distinctive mission, location, and culture of this institution, demonstrating professional integrity and a deep personal commitment to academic excellence, service, community, and personal relationships. The president also must communicate and enliven the Puget Sound community’s commitment to a residential undergraduate liberal arts college with selected graduate programs, build on that commitment, and advance the university’s unique attributes regionally, nationally, and internationally.

Strengthen Resource Acquisition and Allocation
Once a new strategic plan is established, it will be critical for the president to develop the financial resources to realize the plan’s objectives, and to identify timelines and priorities for initiatives. Two revenue streams will require the president’s focus and leadership:

• **Stimulating philanthropy.** Fundraising will be a focus for the president. The president must actively represent Puget Sound with all constituencies, drive University Relations to secure donations and grants, launch and complete the next capital campaign, and continue to build the endowment. The university established a solid infrastructure during its recent comprehensive campaign, but it must increase its fundraising trajectory to provide strong support to attract and retain outstanding faculty and students, and to support the institution’s future operations. The president must be a successful steward of the university’s $323 million endowment from both strategic and operational perspectives.

• **Supporting enrollment outcomes.** Regardless of fundraising success, Puget Sound will continue to be primarily dependent on net tuition as the main source of revenue into the foreseeable future. The president must assure appropriate steps are taken to maintain enrollment and retention goals while achieving diversity goals that reflect the college’s belief that an inclusive and diverse campus is essential to a quality liberal arts education.

There is acknowledgment among all constituencies of the challenges to the sustainability of the current business model for small, residential, liberal arts colleges. There is also openness to and desire for the president to lead a collaborative exploration of how Puget Sound can be an innovator in delivering an inspired education at an affordable price for students and families.

Inspire the Puget Sound Community
Open dialogue and a commitment to teaching and scholarship have long established the strong sense of community on campus. Major strides have been made in the past decade to extend this engagement among Puget Sound alumni. By communicating clearly, collaborating effectively, and engaging in transparent decision-making, the president can capitalize on opportunities to sustain and grow this sense of community. The president must be willing and able to encourage widespread understanding of and participation in major decisions affecting University of Puget Sound.

The president must be viewed as an inspirational leader who embodies the institution’s distinctive mission, indeed who represents its “heart and soul” to faculty, students, staff, alumni, the Board of Trustees, and the broader community. The president must be comfortable with the intimacy and personality of a residential campus and should be visible, approachable, and fully engaged in campus life. This personal style will be particularly important to Puget Sound students, faculty, and staff, who value an accessible president on campus, and to alumni in the various geographic areas where they reside.

Model and Advocate for Diversity and Inclusion
The president will be demonstrably committed to creating and strengthening a sense of inclusion and diversity on campus and have the ability to work with diverse groups of people. Students, faculty and staff are particularly supportive of building an intentionally inclusive campus community that embodies and celebrates the belief that academic excellence and intellectual freedom can only flourish in a truly inclusive environment that reflects the demographic diversity of the nation and encourages the fullest possible range of ideas and expression.

Partner with Trustees to Strengthen a Great University
The Board of Trustees is deeply committed to Puget Sound’s mission, and its members are generous with their time, energy, and resources. New leadership will have the opportunity to forge a fresh partnership with trustees who support an open, transparent, and collaborative relationship with the president, leadership team, faculty, students, and community. Such a partnership will enable the board to be effective, while allowing the president to offer the campus community a better understanding of the board’s work.

Connect with Tacoma, the Region, and National and International Partners
The involvement that Puget Sound has established with its surrounding neighborhood and in the Greater Tacoma region has become central to its mission. Maintaining current partnerships while strategically developing new ways for undergraduate and graduate programs to engage with schools, government, corporations, nonprofit groups, and other colleges and universities will not only enhance the unique educational opportunities offered to Puget Sound students, but further develop the university as a meaningful partner to its local and regional communities.
Desired Presidential Attributes

The next president will demonstrate a commitment to University of Puget Sound’s mission and will model leadership that is reflective of the core values widely accepted by the board, faculty, staff, and students. The president must have the ability to build consensus around strategic ideas while displaying the courage to make difficult decisions. The search committee will welcome interest from candidates from traditional academic backgrounds, as well as those outside the academy who have demonstrable alignment with and appreciation for liberal arts education.

The president of University of Puget Sound will be:

An informed and committed leader who embodies the ideals of the mission of Puget Sound, with the ability to articulate those ideals persuasively and an appreciation for the distinctive culture and values of this institution.

A person who values teaching and scholarship, who is committed to the liberal arts, and who consistently will reinforce the primacy of the academic program at Puget Sound.

A proven fundraiser, able to articulate an inspiring vision of Puget Sound’s future, build upon a growing culture of philanthropy at Puget Sound, and generate increased contributions.

An enthusiastic presence throughout the campus community, visibly engaged in student, staff, and faculty programs and activities.

A leader who focuses on students, genuinely enjoys regular interaction with them, and relishes the opportunity to engage with faculty, staff, alumni, and parents, as well.

A person whose intercultural competence is reflected in an exceptional ability to work effectively across difference and who exhibits a demonstrable commitment to diversity and inclusiveness in its many forms.

A strategic and innovative thinker and planner, who will identify existing strengths, nurture current initiatives, build consensus around future objectives, and implement appropriate change in a manner consistent with the core education goals of Puget Sound.
A transparent, collaborative decision-maker who values shared governance.

A strong administrator capable of empowering the senior leadership team and others in support of Puget Sound’s mission.

An inspirational leader who recognizes, values, motivates, and develops talent while establishing clear accountability for performance.

A skilled communicator who collaborates effectively across multiple constituencies and settings, and who recognizes the value of promoting the university’s successes in all forms of media.

A leader with a professional presence, integrity, energy, stamina, enthusiasm, humility, and a sense of humor.
Facts

Students
- 2,550 undergraduate, 269 graduate
- 43% men and 57% women
- 82% from outside Washington state (42 states, 11 countries)
- 24% students of color
- 65% of students live on campus, nearly 100% within a mile
- 30+% of students study abroad
- Middle 50%: SAT 1740–1990, ACT 25–30 (Test-optional as of fall 2015)

Academics
- 55 traditional and interdisciplinary areas of study
- Three small graduate programs offering five degrees: Master of Arts in Teaching, Master of Education, Master of Occupational Therapy, Doctor of Occupational Therapy, Doctor of Physical Therapy
- Four-year core curriculum
- In the top 10% of colleges for students who go on to earn doctorate degrees

Faculty
- 287, 11:1 student-to-faculty ratio
- 85% full-time
- 99% of tenure-line faculty hold doctorate or equivalent
- Seven professors have received Carnegie Foundation teaching awards, more than any institution in Washington

Campus Life
- 23 NCAA Division III teams
- 100+ student-run organizations

Finances
- Tuition and fees (2015–16): $44,976
- Room and board (2015–16): $11,480
- More than 90% of students receive need-based financial aid or merit scholarships (65% need-based)
- Endowment: $323 million (July 2015)

Accolades
- One of 40 schools in Colleges That Change Lives
- One of the “Top 20 Most Entrepreneurial Colleges” in the country (Forbes, 2015)
- Consistently among the leading small schools producing the most Peace Corps volunteers (ranked third in 2015)
- Top 20 “best science lab facilities” and “most accessible professors” (Princeton Review)
Mission Statement

University of Puget Sound is an independent predominantly residential undergraduate liberal arts college with selected graduate programs building effectively on a liberal arts foundation. The university, as a community of learning, maintains a strong commitment to teaching excellence, scholarly engagement, and fruitful student-faculty interaction.

The mission of the university is to develop in its students capacities for critical analysis, aesthetic appreciation, sound judgment, and apt expression that will sustain a lifetime of intellectual curiosity, active inquiry, and reasoned independence. A Puget Sound education, both academic and co-curricular, encourages a rich knowledge of self and others; an appreciation of commonality and difference; the full, open, and civil discussion of ideas; thoughtful moral discourse; and the integration of learning, preparing the university’s graduates to meet the highest tests of democratic citizenship. Such an education seeks to liberate each person’s fullest intellectual and human potential to assist in the unfolding of creative and useful lives.

Nominations and Applications

The presidential search committee will begin a review of applications immediately and continue work until an appointment is made. To assure full consideration, applications should be received by Thursday, November 5, 2015, and include a letter of interest, curriculum vitae, and five professional references with email addresses and telephone numbers. References will not be contacted without prior authorization from the applicant. Applications should be sent electronically (MS Word or PDF format) to PugetSound@agbsearch.com.

Please direct nominations and inquiries to:

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