OUR FUTURE IS WAITING. **BEGIN NOW.**

Est. 1888

UNIVERSITY *of* PUGET SOUND®

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WELCOME

University of Puget Sound invites visionary leaders to consider the opportunity to serve as our 15th president. Located in the vibrant Pacific Northwest, we seek a courageous champion of the liberal arts to advance our mission of academic excellence and social impact. Our next leader will foster inclusive community, strengthen institutional sustainability, and guide our storied university to the next level of national distinction in an evolving landscape.

In May 1923, students, faculty, and staff walked from the corner of Sixth Avenue and Sprague Avenue to break ground on Puget Sound's new North End campus.

ABOUT

Established in 1888, the University of Puget Sound is a premier independent liberal arts college located in the vibrant North End of Tacoma, Washington. Our 97-acre residential campus, distinguished by its stunning Tudor-Gothic architecture and towering evergreens, provides an inspiring backdrop for a community of approximately 2,000 undergraduate and graduate students. We are uniquely positioned as the only national liberal arts college in Western Washington with both a School of Music and a School of Business and Leadership.

Rooted in the Pacific Northwest, Puget Sound empowers Loggers to pursue a rigorous curriculum across more than 50 traditional and interdisciplinary areas of undergraduate study and five graduate programs. We have expanded our academic offerings to include a new undergraduate emphasis in AI and Human Values, a minor in data analytics, and a hybrid M.Ed. in Counseling. Over the past five years, we have also added majors in neuroscience, crime law and justice, and songwriting. We created a new environmental studies and sciences department, and received accreditation for the first BA program in a prison in Washington state. We launched a master in public health program. These programs reflect our commitment to preparing students for the ethical and technical challenges of the modern era.

With a 10:1 student-to-faculty ratio, we offer a personalized education that emphasizes critical thinking, creativity, and social impact. As one of only 44 institutions recognized in Colleges That Change Lives, we are dedicated to transforming the way students think about the world. Our commitment to experiential learning — from summer research and internships to our unique PacRim study abroad program — prepares graduates for exceptional success. Whether serving in the Peace Corps or earning prestigious Fulbright awards, Puget Sound alumni emerge as courageous leaders and engaged global citizens ready to forge new paths in an ever-changing landscape.

HISTORY AND MISSION

Founded in 1888 by the United Methodist Church, the University of Puget Sound is a distinguished, independent national liberal arts university with a strong commitment to teaching excellence, scholarly engagement, and fruitful student-faculty interaction.

The university's mission 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. Central to this mission is a commitment to values that prioritize environmental sustainability, social justice, and civic discourse. Both academic and cocurricular life at Puget Sound are designed to encourage a rich knowledge of self and others, alongside a deep appreciation for commonality and difference.

By fostering the full, open, and civil discussion of ideas and thoughtful moral discourse, we ensure the integration of learning across all disciplines. This holistic approach prepares our graduates to meet the highest tests of democratic citizenship, empowering them to lead creative, useful lives as courageous leaders in a complex global society.

PUGET SOUND AT A GLANCE

STUDENT EXPERIENCE

64% of students
come from outside Washington state, representing 44 U.S. states and 8 countries

3.63 average GPA
for first-time-in-college students on an unweighted 4.0 scale

28% of undergraduate students
compete on one of the university's 23 NCAA Division III teams

more than **90%** of students
receive some form of financial aid, including scholarships, grants, loans, and student employment

ACADEMIC EXCELLENCE

50+ traditional and interdisciplinary
undergraduate programs and five graduate programs

10:1 student-to-faculty ratio

more than **95%** of full-time faculty
hold a Ph.D. or the highest degree in their field

100+ study abroad programs
in more than 40 countries

PUGET SOUND AT A GLANCE

COMMUNITY IMPACT

$190 million
in total economic impact generated annually benefitting our region

63,000+ hours invested
in local organizations through the Summer Fellowship Internship Program since its inception

more than 300 students participate
in community service through our Greek Life chapters

PUGET SOUND graduates
are consistently among the leading recipients of Watson and Fulbright scholarships, national fellowships, and Peace Corps assignments, as well as successful entrepreneurs, inventors, investors, artists, scientists, and civic leaders

BEYOND PUGET SOUND

40,000+ alumni worldwide

58% of alumni
reside in Washington

$69,594 the median annual salary
for recent Puget Sound undergraduates who received federal student aid compared to their peers nationally who earned $53,747

90% of the Class of 2025
is employed or continuing their education

Learn more about Puget Sound's outcomes, accolades, and rankings by visiting ***pugetsound.edu/about-puget-sound-0/facts-rankings***

STRATEGIC PLAN

The University of Puget Sound's strategic plan, *Leadership for a Changing World*, serves as a bold, student-centered roadmap designed to elevate the institution's national distinction and chart a bold future. Built upon the university's mission and core values — Excellence, Justice, Leadership, Creativity, Respect, Courage, and Inclusion — the plan outlines five primary strategic goals to guide the university through a decade of transformation.

The goals focus on advancing institutional excellence, academic distinction, and student success by innovating the curriculum and bolstering residential liberal arts traditions. Simultaneously, the plan seeks to enrich the learning environment through expanded diversity, inclusion, and access, ensuring the campus community reflects a broad range of perspectives. The plan aims to support and inspire faculty and staff, emphasizing professional development and a thriving workplace culture. The goals also address the university's role as an institutional citizen by enhancing community engagement, specifically through environmental justice and sustainability efforts.

To ensure long-term stability, the plan also prioritizes entrepreneurial opportunities and the optimization of institutional assets. By integrating these priorities, Puget Sound aims to prepare graduates for the highest tests of democratic citizenship, equipping them to lead creative and useful lives in an increasingly complex world.

ACADEMICS

The University of Puget Sound, as an academic community, is dedicated to the pursuit and exchange of ideas, emphasizing the mission and educational goals of the university. It promotes the growth of individuals in their personal and professional aspects, fostering both critical thinking and self-reflection. The university's curriculum aims to provide a comprehensive liberal arts education, which includes specialization in a field, development of writing, speaking, and critical thinking skills, cultivation of creativity, understanding of contemporary issues, and an expanded view of human cultures and histories. This education equips individuals to confidently engage with ideas, face career challenges, and navigate the complexities of modern life. The curricular requirements are the foundation of a liberal arts education, with advisors encouraging students to build on the essentials of the curriculum and to explore and broaden their knowledge through diverse fields of study.

Academics at the University of Puget Sound are anchored by the *Grow core curriculum*, a flexible framework designed to ensure students have opportunities throughout their undergraduate education to explore many topics and form unexpected connections between disciplines. This approach ensures that undergraduates don't just accumulate credits, but actively synthesize their learning across diverse fields. The core curriculum is intertwined with students' areas of focus across all four years of their undergraduate career, offering chances to branch out and make connections between different disciplines while providing flexibility to choose courses that fulfill each of the core requirements.

The intellectual environment is further enriched by a robust suite of externally accredited graduate programs that bridge theoretical mastery with professional practice. Puget Sound offers advanced degrees in teaching (MAT), counseling (MEd), physical therapy (DPT), Occupational Therapy (MSOT and OTD), and public health (MPH). These programs emphasize clinical excellence and social responsibility to meet the needs of modern practitioners. By integrating rigorous undergraduate liberal arts with high-caliber professional graduate education, the university creates a comprehensive academic ecosystem where students at all levels are prepared to translate deep inquiry into meaningful community impact.

FACULTY

The Puget Sound faculty is distinguished by a national reputation for outstanding teaching, collaborative mentorship, and groundbreaking scholarship. The faculty has 197 full-time members, 155 of whom are tenured or tenure-track faculty. Puget Sound has 135 part-time faculty, including adjuncts, affiliates, and accompanists. Faculty are selected not only for their advanced expertise across diverse subject areas but also for their desire and ability to promote deep understanding, critical thinking, and intellectual risk-taking.

This dedicated body is first and foremost a teaching faculty. Puget Sound ensures an academic environment where every class is taught by a professor rather than a teaching assistant. This commitment to direct instruction allows faculty members to cultivate long-lasting, meaningful relationships with their students. By maintaining active intellectual lives and conducting original research, the faculty successfully welcomes undergraduates and graduate students alike into our vibrant, supportive scholarly community.

EXPERIENTIAL LEARNING

Experiential Learning is a cornerstone of the University of Puget Sound's academic philosophy, ensuring that every student bridges the gap between classroom theory and real-world application. At Puget Sound, education is not viewed as a passive acquisition of knowledge but as an active, iterative process of doing and reflecting.

This commitment is formalized through the Experiential Learning core requirement. All undergraduates complete at least one form of experiential learning before they graduate by choosing between an internship, study abroad, summer research, or community-based learning. All graduate students complete internships, research opportunities, and community-based learning, partnering with an extensive network of schools, healthcare networks, and businesses that work with our students to help them develop in their professional roles. Additionally, our physical and occupational therapy students gain experiential learning in our pro bono onsite clinic, where they serve both adult and pediatric community members.

The university categorizes experiential learning into four primary pathways: internships, study abroad/study away, summer research, and community-based learning. Each pathway is supported by the EXLN course series, which provides a structured cohort model for students to process their experiences. For example, rather than simply working at a company, a student in an internship also enrolls in EXLN 296 (Internship Experience), where they engage in 60+ hours of professional work while participating in guided coaching and peer dialogue. This reflective component is critical; it transforms a resume-building activity into a profound learning moment where students articulate the skills and values they have developed.

Research is another vital pillar of the experiential ecosystem. Through summer research grants, students in the arts, humanities, social sciences, and natural sciences spend ten weeks conducting independent scholarship under faculty mentorship. Whether investigating methane levels in the Puget Sound or exploring archival histories of incarceration, these student-researchers are not mere assistants; they are primary investigators who present their findings at the annual Fall Research Symposium.

The university's deep-rooted connection to Tacoma and South Sound region provides a rich landscape for community-based learning. Students partner with over 250 local organizations to address social, environmental, and educational challenges. By integrating these

service projects with courses like EXLN 295 (Community-Based Learning Experience), Loggers learn to navigate the complexities of civic discourse and social justice firsthand.

Global engagement through study abroad, including the university's signature PacRim program, challenges students to apply their intercultural competencies in diverse international contexts. By the time they reach their senior year, Puget Sound students have not only mastered their majors but have also refined their experiential story. Through courses like EXLN 301 (Telling Your Experiential Learning Story), they learn to translate these varied experiences into a cohesive narrative, preparing them to enter the workforce or graduate school as confident, self-aware leaders ready to lead positive change.

ENROLLMENT

The student body at Puget Sound is academically strong, well-rounded, and increasingly diverse with respect to race, ethnicity, and geography. Currently, 21% of undergraduates identify as underrepresented minorities, a population that has grown steadily since 2020. Gender distribution on campus leans female, with women making up approximately 61% of the student body, men comprising 39%.

Following a period of post-pandemic enrollment decline, the university experienced a 2% increase in enrollment between fall 2024 and fall 2025, driven largely as a result of increases in new graduate enrollment and student retention. Graduate enrollment now comprises approximately 15% of the total student body.

Looking forward, the institution is poised for even more substantial expansion. Resulting from a renewed focus on proactive, transparent, student-first recruitment strategies and practices, Puget Sound is projecting a 25% increase in first-time-in-college enrollment from fall 2025 to fall 2026, setting a vibrant foundation for the future.

Academically, undergraduates pursue a wide array of liberal arts and professional paths, with the top 5 most popular undergraduate majors being:

- **Business and Business Leadership**
- **Psychology**
- **Politics and Government**
- **Exercise Science**
- **Environmental Studies and Sciences**

Beyond their academic pursuits, a significant portion of the undergraduate student body is deeply engaged in campus life, with 28% of undergraduate students participating in varsity athletics. Additionally, about

26% of our students are in a fraternity or sorority, about 25% of students participate in club sports, and about 10% of students are involved in Repertory Dance Group (RDG).

CAMPUS LIFE

The student experience at Puget Sound is characterized by a deeply immersive, residential atmosphere where Loggers build a dynamic campus culture. The university prioritizes a culture of belonging, fostering an environment where every individual is supported.

ATHLETICS

Logger Athletics embodies a championship culture that prioritizes both competitive excellence and academic distinction. As a proud member of the NCAA Division III and the Northwest Conference (NWC), the university fields 23 varsity teams that consistently strive for the highest levels of achievement. In fact, Puget Sound finished third in the NWC final standings in 2025-26. The Athletics program is centered in the state-of-the-art, 62,000-square-foot Athletics & Aquatics Center.

Recent successes include the baseball team clinching an NWC tournament appearance, women's soccer making it to the second round of the NCAA playoffs, and the track and field program securing three individual and two relay titles at the 2026 NCRC Championships.

Beyond the scoreboard, Puget Sound is dedicated to the success of its scholar-athletes. Logger athletes often maintain GPAs that exceed the university average and graduate at higher rates than the general student body.

Logger Athletics prepares students to excel in their sports while ensuring they graduate ready to be leaders in their chosen careers by fostering leadership, discipline, and a sense of belonging. This work is made possible through the generous support of Puget Sound donors, including the Tom and Meg Names Family Foundation and Offutt Family Foundation. The Tom and Meg Names Family Foundation endowment supports the health, wellness, and development — both personal and professional — of Logger student-athletes through initiatives, such as the Puget Sound Performance Success (PS2) Program. The PS2 Program blends athletics with experiential learning. It supports scholar-athletes through opportunities and services related to physical readiness, wellness, and personal and professional development.

The Offutt Family Foundation additionally supports the Elevate: Women's Athletics Wellness and

Leadership Development Program. This comprehensive program recognizes the unique challenges faced by women in sports and offers programming, resources, counseling, and other support in critical areas such as mental health, nutrition, injury prevention, and leadership development.

STUDENT ORGANIZATIONS

Student organizations at the University of Puget Sound are the heartbeat of campus engagement, with about 84 active groups, including the Associated Students of the University of Puget Sound (ASUPS) and the Graduate Student Council. This robust ecosystem allows students to explore niche interests, media, club sports, identity and advocacy, career preparation, Greek Life, and spirituality.

Clubs ranging from the Beekeeping Club and Fencing Club to the high-energy Repertory Dance Group help students explore existing or new interests. Media-minded students gain professional experience through student-run outlets, including KUPS 90.1 FM (ranked No. 13 on the 2026 Princeton Review's Best College Radio Stations) and *The Trail* newspaper, which serve as vital platforms for campus discourse. Puget Sound offers 13 club sports ranging from alpine skiing to sailing to ultimate frisbee, as well as Puget Sound Outdoors.

Approximately 20% of student organizations are dedicated to identity and advocacy, with groups such as the Black Student Union, Sin Fronteras, and the Gender & Sexuality Alliance fostering inclusive communities. Academic and occupational clubs bridge classroom learning with career preparation. These include the Bioethics Club and Pre-Health Club, the Student Occupational Therapy Association, the Student Physical Therapy Association, and the Public Health Student Association. Whether participating in Greek Life's seven chapters, joining spiritual groups like the Jewish Student Union, or engaging in student government, our broad range of student organizations allows students to find numerous and often concurrent pathways to cultivate leadership and a lasting sense of belonging.

RESIDENTIAL LIFE

Residential life at Puget Sound is an essential component of the holistic liberal arts experience, with over 70% of undergraduates living on campus. The university's residential requirement for the first two years ensures that students are rooted in a community where learning extends far beyond the classroom. By fostering an environment of mutual respect and intentional engagement, residential life at Puget Sound provides the stable foundation necessary for students to pursue leadership and academic excellence. Students find a variety of living

options tailored to their personal and academic growth. Our residence halls offer housing options from singles to suites. First-year students (and others) can choose specialized Living-Learning Communities that turn residence halls into hubs of shared discovery. Residential Learning Communities offer upper-level students the opportunity to live together with peers with common interests such as academic majors, athletics, foreign language, outdoor exploration, healthy living, and other activities to live and learn together. These communities are supported by a dedicated team of resident assistants and professional staff.

While residential life offers undergraduates a vibrant community right outside their doors, the university similarly supports its post-baccalaureate population through the Graduate Student Commons, a dedicated campus hub that fosters graduate community building by providing tailored study areas, a kitchen, and comfortable hangout spaces.

Complementing this social fabric, Puget Sound provides comprehensive student support services. The Center for Student Support offers essential resources like a food pantry, clothing closet, lending library, and personalized crisis navigation. Working alongside the Center, Counseling, Health & Wellness Services (CHWS) provides tailored primary medical care, individual counseling, support groups, and preventative outreach. This collaborative network reduces barriers and promotes holistic well-being, allowing students to develop resilience, navigate challenges, and cultivate lifelong bonds. Together, these initiatives ensure that all students can thrive, persist, and contribute to a legacy of inclusive leadership within a welcoming community.

SUSTAINABILITY

Sustainability is integrated throughout campus life, academics, and community engagement. Guided by the Leadership for a Changing World strategic plan, the university fosters collaboration among students, faculty, and staff to advance environmental stewardship and innovative solutions for a changing world.

In 2025, Puget Sound earned a STARS Silver rating from the Association for the Advancement of Sustainability in Higher Education, recognizing achievements in academics, engagement, operations, and planning. The university was also featured in The Princeton Review's Guide to Green Colleges (2026 Edition) and has maintained Tree Campus USA recognition for 11 consecutive years, reflecting

its commitment to preserving the ecological health and beauty of its 97-acre campus.

Hands-on sustainability leadership is central to the student experience. The primarily student-run Sustainability Services team leads campus-wide composting and recycling programs while creating waste-reduction initiatives such as Grizz's Garage, which redistributes thousands of pounds of gently used furniture, textiles, and household goods to students each year. Additional innovation is supported through the ASUPS Green Fund, which provides up to $10,000 annually for student- and community-driven sustainability projects.

As Puget Sound develops its first comprehensive climate action framework and decarbonization strategy, the university's goals include reducing greenhouse gas emissions, strengthening climate resilience, expanding sustainable operations, and deepening environmental education and engagement across campus. Through collaboration, innovation, and experiential learning, Puget Sound prepares students to become thoughtful leaders equipped to address tomorrow's environmental challenges.

TACOMA AND THE PACIFIC NORTHWEST

The University of Puget Sound is inextricably linked to Tacoma, a city celebrated for its industrious spirit, vibrant arts scene, and stunning natural geography. Known as "Grit City" or the "City of Destiny," Tacoma serves as a vital anchor for the South Sound region, offering a rich urban landscape that blends historic character with the entrepreneurial energy of a growing technology corridor.

From the bustling cafes of the Proctor District to the historic roots of the Hilltop neighborhood, Tacoma provides an expansive classroom for Puget Sound students. The university's campus in the North End is just minutes from Point Defiance Park, a 760-acre old-growth forest, and the Ruston Way waterfront, where Mount Rainier stands as a constant, awe-inspiring backdrop. This unique intersection of forest, city, and sea offers unparalleled opportunities for student and faculty exploration beyond the classroom through environmental research, civic exploration, and outdoor recreation.

The Pacific Northwest is one of the most beautiful regions in the country. Within a few hours' drive from campus, you can explore glaciers in

Mt. Rainier National Park, trek through the wilderness of Olympic National Park, kayak on Puget Sound, ski in the Cascade Mountains, visit waterfalls in the Columbia River Gorge, pick apples in the Yakima Valley, glimpse orcas in the San Juan Islands, hike through the lush Hoh Rainforest, stroll through miles of colorful tulip fields in the Skagit Valley, or wade through tide pools by the Pacific Ocean.

For a long weekend or other getaway, British Columbia, Portland, and the Oregon Coast are all easily reached from our campus in Western Washington. Seattle-Tacoma International Airport (SEA), the nation's 11th largest airport, is nearby and is the ideal jumping-off point to explore domestic and international locations, including Alaska, Hawaii, Asia, and the vibrant Pacific Rim region.

Puget Sound's commitment to its home is most evident in the Tacoma Public Schools (TPS) Commitment. Through the Sound Scholars Program, the university meets the full demonstrated financial need of eligible TPS graduates, ensuring that local talent has a direct pathway to a world-class liberal arts education. This partnership extends to early education through Access Programs, which provide both summer programming as well as school-year tutoring and STEAM-based enrichment for local middle and high school students from underrepresented backgrounds, significantly boosting college enrollment and retention rates.

The university also functions as a central hub for regional culture and discourse. Its facilities, including the Collins Memorial Library, Schneebeck Concert Hall, and Kittredge Gallery, are open to the public, fostering a neighborly atmosphere where Tacoma residents engage in lectures, concerts, and athletic events.

Through over 250 community partnerships, students participate in community-based learning that tackles local challenges — from restoring the Puget Creek Watershed to supporting the Tacoma Urban League. By blending academic rigor with deep regional roots, Puget Sound ensures that its Logger identity remains synonymous with the growth and wellbeing of the South Sound.

ADMINISTRATION AND GOVERNANCE

The University of Puget Sound is governed by a framework that balances fiduciary oversight with collaborative, mission-driven leadership. This structure ensures that the university remains academically rigorous, financially stable, and deeply rooted in its liberal arts identity. The Board of Trustees serves as the university's ultimate governing

body. Composed of approximately 30 members, including alumni, parents, and community leaders, the Board holds the legal and fiduciary responsibility for the institution. Their work is centered on high-level oversight, policy development, and the long-term stewardship of the university's endowment.

The Board is led by four main officers: the Chair, Vice Chair, Treasurer, and the university President.

A distinctive feature of Puget Sound's governance is its commitment to inclusive perspectives. The Board's Executive Committee includes as ex-officio (non-voting) members the Faculty Senate Chair, Staff Senate Chair, Alumni Council President, and the Associated Students of the University of Puget Sound (ASUPS) President. Additionally, each policy committee has non-voting faculty, staff, and student representatives who participate in

To manage its broad responsibilities, the Board operates through several key policy and operations committees, including:

- **Audit, Risk Management, and Compliance:** Oversees financial reporting, annual audits, internal controls, compliance, and enterprise risk management for institutional integrity.
- **Academic and Student Affairs:** Focuses on the educational mission and the quality of student life.
- **Compensation:** Approves equitable executive compensation frame works and benefits.
- **Enrollment the Student Success:** Focuses on recruitment, retention, and student life strategies to optimize success.
- **Executive:** Coordinates the work of the Board and acts on its behalf between full meetings.
- **Finance and Facilities:** Oversees the university's budget, physical assets, and investment strategies.
- **Governance:** Ensures excellent institutional governance and trustee cultivation and professional development.
- **University Advancement:** Drives fundraising, alumni engagement, and marketing and communications efforts.

committee meetings and help ensure that decision making is informed by the perspectives of the campus community.

While the Board provides oversight, the president serves as the chief executive officer, responsible for the university's overall leadership and strategic direction. The president works in close partnership with the Cabinet, a team of senior administrators who collaboratively manage the university's day-to-day operations.

Puget Sound operates under a model of shared governance with the

The Cabinet includes:

- **Provost:** Serves as the university's chief academic officer and provides leadership for faculty affairs, academic programs, support services, curriculum, and student learning.
- **Executive Vice President and Chief Financial Officer:** Oversees financial strategy and operations, human resources, facilities, technology services, and auxiliary enterprises.
- **Vice President and General Counsel, Chief of Staff, and Secretary to the Board of Trustees:** Provides legal advice and counsel to the university, oversees institutional risk management, shepherds presidential and institutional strategic initiatives, helps align work across divisions, and oversees corporate governance, including supporting and engaging the Board of Trustees.
- **Vice President for Enrollment:** Oversees admissions, financial aid, recruitment, and strategic enrollment initiatives.
- **Vice President for Institutional Equity and Diversity:** Leads institutional efforts to advance equity, inclusion, belonging, and social justice across the campus community, and oversees programs that expand access to higher education and support student success.
- **Vice President for Student Affairs and Dean of Students:** Oversees student life, residence life, student support services, athletics, Title IX and civil rights compliance, security services, and campus well-being.
- **Vice President for University Relations:** Oversees fundraising, alumni and parent engagement, corporate and foundation relations, marketing, and communications efforts.

Board of Trustees delegating certain authority to administration, faculty, and students for their defined areas of expertise and responsibilities. In addition, the Faculty Senate, Staff Senate, and student government play vital roles in advising the administration. This collaborative approach ensures that those who carry out the university's core mission have a clear voice in its evolution. By blending the professional expertise of the Cabinet with the fiduciary wisdom of the Board and the diverse insights of the campus community, Puget Sound's approach to decision making is both stable and responsive to a changing world.

FINANCE

Puget Sound maintains a strong and resilient financial foundation while strategically positioning the university for long-term success in a rapidly evolving higher education landscape. The audited financial statements for the fiscal year ended June 30, 2025 reflect total assets of $760.3 million and total net assets of $670.7 million, supported by a pooled endowment of $499.9 million that generated a strong 9.03% return for FY 24-25. The university continues to invest meaningfully in student access and affordability, providing $57.8 million in institutional financial aid during the year.

The university's balance sheet strength, disciplined financial management, and sustained philanthropic momentum provide significant strategic flexibility. Puget Sound maintains an A+ credit rating from S&P, has achieved three consecutive years of historic philanthropic support, including $12.1 million in donor gifts in FY25, and continues to diversify auxiliary and conference revenues.
Like many of its peer national liberal arts institutions, Puget Sound is navigating demographic and enrollment pressures affecting undergraduate recruitment. In response, the university is executing a multi-year financial and enrollment strategy that thoughtfully utilizes Board-designated quasi-endowment resources as a bridge to long-term equilibrium while continuing to invest in financial aid, academic innovation, and strategic growth initiatives.

Looking ahead, Puget Sound is focused on strengthening and evolving its distinctive liberal arts model through curricular innovation, expansion of graduate and professional offerings, enhanced student outcomes, and diversified revenue streams. The university is approaching this next chapter from a position of institutional strength, with a clear commitment to preserving its mission while adapting thoughtfully to the future of higher education.

ACCREDITATION

The University of Puget Sound is accredited by the Northwest Commission on Colleges and Universities (NWCCU), a recognition it has held since 1923.

The university recently reached a significant milestone in its seven-year accreditation cycle by completing the Evaluation of Institutional Effectiveness (EIE) in 2025. This comprehensive process involved a detailed self-evaluation report and an extensive on-site peer review visit in April 2025, which validated the university's commitment to student success and mission fulfillment.

In addition to institutional standing, all of our graduate programs hold individual specialized accreditation. In 2026, the Master of Public Health (MPH), our newest graduate offering, officially earned accreditation from the Council on Education for Public Health (CEPH). Notably, this distinction is retroactive to the program's inaugural 2023 cohort, ensuring all graduates hold degrees from an accredited body. This achievement underscores the program's rigorous focus on health equity and prepares professionals to meet critical demands in the regional and global health sectors.

University of Puget Sound was founded by Methodist clergy and became incorporated by what is now The United Methodist Church. Today, Puget Sound maintains its status as a church-related and affiliated institution in accordance with the criteria established by the Church's University Senate.

FUNDRAISING AND ALUMNI ENGAGEMENT

Fundraising and alumni engagement at the University of Puget Sound are currently centered on the Greater, We Ascend campaign, the most ambitious philanthropic endeavor in the institution's history. Moving into its highly anticipated public phase in October 2026, the campaign represents a transformative commitment to the university's strategic plan, Leadership for a Changing World. The $150 million campaign aims to elevate every aspect of Puget Sound, including scholarships, experiential learning, mentorship, athletics, research, faculty development, and critical infrastructure improvements to support our students now and far into the future through the following pillars:

EXPERIENTIAL LEARNING COMMITMENT:

Learning by doing

At Puget Sound, a rigorous liberal arts education makes that leap possible.

Here, students blend critical inquiry with hands-on practice. The result is a foundation for purposeful impact across communities and disciplines.

When students apply ideas in real settings, they discover their passions, build resilience, and become the leaders our world needs. That's why learning by doing is central to how Puget Sound educates.

Our students are already making meaningful change through a wide range of activities: internships, independent research, study abroad and study away, clinical fieldwork, labs and studios, community-based projects, and interdisciplinary learning.

ACCESS TO EDUCATION:
Making a world-class liberal arts education more affordable and available to all.
When a student's purpose aligns with the right community, it supercharges what is possible for our world. Financial aid is the strategic lever that activates this potential, allowing Puget Sound to recruit the diverse perspectives essential for modern leadership.

By investing in scholarships, we are building our collective future and providing the means to recruit and retain the most promising future leaders. When we remove barriers and invest in people, brilliance multiplies on campus, across the South Sound, and far beyond.

LIFELONG LEARNING:
Ensuring education is a dynamic, never-ending process.
Education at its best is a dynamic, never-ending process for students and the institutions that serve them. We must prepare visionaries who know how to listen, collaborate, and change based on what they discover. At Puget Sound, that work unfolds in relationships and across a lifetime, rooted in Tacoma and reaching far beyond.

PUGET SOUND'S ENDURING COMMITMENT TO THE LIBERAL ARTS AND STUDENT SUCCESS STANDS OUT AS A LEADING ATTRACTION OF THE PRESIDENCY.

- Students develop the confidence to meet uncertainty with skill and imagination.
- Faculty evolve their practice to match a fast-changing world.
- Alumni engage as mentors and learners, widening the circle of impact.
- Together, we can move ourselves and the world to new and better places.

PUGET SOUND FUND:
Making agile investments in the future

At Puget Sound, we're preparing the next generation of leaders to think boldly, act compassionately, and respond with integrity to a changing world. But they can't do it alone.

Flexible, discretionary dollars allow us to focus on student needs. Gifts to the Puget Sound Fund power our ability to make purposeful, agile investments in the future. Unrestricted gifts provide what no other funding source can: freedom and flexibility to stay relevant, bold, and ready.

JOIN US

At Puget Sound, students learn to think critically, listen deeply, and trust their own voice. Together, we're unlocking the fullest potential of our community to reach ever greater heights and pushing the boundaries of what a liberal arts education can achieve. We invite you to bring your unique perspective and talents to our beautiful and vibrant campus in Tacoma, where your work will directly contribute to our commitment to academic excellence, a culture of belonging, and a legacy of social impact. Here, you will find a supportive environment that

STRATEGIC FOCUS WILL ALLOW PUGET SOUND TO EXECUTE MOST EFFECTIVELY AND BUILD MOMENTUM WITH OPTIMISM AND CONFIDENCE, CREATING A SHARED SENSE THAT THE UNIVERSITY KNOWS WHERE IT IS HEADED, EVEN IN THESE UNCERTAIN TIMES.

values deep inquiry and courageous leadership. Join us as we empower the next generation of Loggers to reach their full potential. Together, we go "To the Heights."

POSITION DETAILS

The role of president of the University of Puget Sound is distinguished by the opportunity to lead an institution with a clear sense of purpose, a deeply committed community, a record of stable leadership, and tangible, positive momentum. For the next president, the university offers a rare balance of stability and aspiration: an environment in which thoughtful, forward-looking leadership can focus on student success, advancement, innovation, and growth at a place where community members truly care for one another.

Puget Sound's enduring commitment to the liberal arts and student success stands out as a leading attraction of the presidency. Across constituencies, there is profound pride in the university's identity as a liberal arts institution that integrates intellectual rigor with experiential learning, interdisciplinary inquiry, select graduate programs, and close student-faculty engagement. Experiential learning is not peripheral but embedded within the curriculum and culture, positioning the institution well for contemporary conversations about career preparation and civic responsibility.

The next president will have the opportunity to articulate a compelling vision of a liberal arts education at Puget Sound as a modern, future-oriented enterprise that prepares graduates for resiliency, complexity, leadership, and lifelong learning. The presidency also offers a compelling opportunity to work with an exceptional and collaborative Board of Trustees, accomplished senior leadership team, and talented faculty.

Situated in the Pacific Northwest, with strong ties in Tacoma and access to the broader Seattle/South Sound area, the university is well positioned to strengthen community partnerships, expand its visibility, and deepen alumni engagement. A major capital campaign approaching its public phase presents an immediate and concrete opportunity for presidential leadership, allowing the next president to align philanthropic investment with long-term strategic priorities. The campaign represents an important opportunity to communicate Puget Sound's vitality with familiar and new audiences.

The university's longstanding commitments and fresh approaches for living its values represent a prescient opportunity for a president who can serve as an articulate and

inspiring ambassador for Puget Sound.

Equally important is the expectation that the president will pair a deep appreciation for the liberal arts with strategic and financial acumen. This is a leader who understands higher education as both an academic and an organizational enterprise, one requiring disciplined financial stewardship, data-informed decision making, and a clear understanding of enrollment dynamics.

Decisiveness, change-management experience, and the courage to make difficult choices in service of long-term sustainability are highly prized skills that the next president should possess. The next president can look forward to the support of a vibrant, active, and engaged Board of Trustees. Above all, the university seeks a president who views Puget Sound as a place of long-term commitment and excellence: a leader eager to invest in the institution's people, mission, and future with confidence, optimism, and purpose.

OPPORTUNITIES

Championing the liberal arts value proposition and expanding experiential learning opportunities: The next president must continue to champion the liberal arts as Puget Sound's superpower, while making its value tangible and compelling to prospective students and families. The president will lead a campus-wide effort to effectively communicate what distinguishes Puget Sound's liberal arts education and will ensure integration across programs and experiences. Rather than chasing trends or standing up programs that lack long-term alignment with the university's mission and vision, the university will continue its approach of rooting innovation in institutional identity. This includes strengthening connections between the liberal arts, career preparation, the scholar-teacher model, and community engagement, helping students to graduate with both intellectual depth and practical capability.

Bolstering enrollment and revenue and returning to financial equilibrium: The next president will continue to lead Puget Sound decisively toward financial stability by treating enrollment, revenue, and budget equilibrium as an integrated system. Building on recent momentum and the university's longstanding record of balanced budgets, the president will align enrollment strategy, financial aid levers, academic planning, and fundraising around a shared goal: enrolling and retaining sustainable classes that advance the mission while strengthening net tuition

revenue. This work acknowledges that while meeting enrollment and retention goals without sacrificing student quality is an underlying driver of institutional stress, there has also been year-over-year progress and reason for optimism.

The president must continue to champion a clear path for long-term financial health that recognizes present conditions while inspiring confidence in the institution's deliberate and forward-looking progress. Together with the board, the president will emphasize discipline, patience, and transparency about tradeoffs, helping the community to understand what it means to be on a path to financial equilibrium and how individual decisions, consistently tethered to the university's strategic plan, contribute to that trajectory.

The goal is not merely long-term financial health, but resilience and progress at an institution that has managed enrollment cycles successfully and without crisis responses. The president will ensure that Puget Sound's financial model supports strategic investment; enhances credibility internally; and signals to students, families, faculty, staff, trustees, and partners that the university has both a realistic plan and the leadership needed to execute it.

Demonstrating strategic focus and priority discipline: The university's next president will bring disciplined focus to an institution with many ambitious goals — streamlining, prioritizing, and following through on a manageable set of goals and tactics. The president must address this by collaboratively identifying a small number of clear institutional priorities and aligning leadership attention, resources, and communication around them.

This work requires both clarity and courage. University communities are renowned for identifying more worthy ideas than there are resources or time to pursue. There will be instances when the Puget Sound faculty, staff,

> *THROUGH THOUGHTFUL LEADERSHIP, THE PRESIDENT WILL MODEL AND SUPPORT A WORKPLACE CULTURE WHERE FACULTY AND STAFF FEEL RESPECTED, SUPPORTED, AND EXCITED TO BUILD THEIR CAREERS AT THE UNIVERSITY OF PUGET SOUND.*

or students propose ideas for positive impact, which, on their own, are promising, but whose implementation would create initiative fatigue or result in underfunding the highest priority projects.

The president will succeed by honoring creativity and innovation while still clearly communicating that attention and institutional resources will be focused on Puget Sound's highest priorities. This effort extends beyond individual interactions, as the president will help the campus to understand why certain initiatives move forward and others do not.

The president's formal engagements with campus constituencies, informal interactions, and written messages are important opportunities to describe what decisions are being made and the rationale for making them. Consistency, along with a degree of repetition, will help the busiest Puget Sound students, faculty, staff, trustees, alumni, and friends feel more allied, supported, and engaged with leadership.

Strategic focus will allow Puget Sound to execute most effectively and build momentum with optimism and confidence, creating a shared sense that the university knows where it is headed, even in these uncertain times.

Leading in a shared governance environment: Puget Sound values shared governance and has a long history of actively collaborating with its campus constituencies regarding institutional decisions. By articulating the decision-making responsibilities and process, including how decisions are shaped and when input from campus constituencies can have the greatest effect, the president will continue Puget Sound's tradition of institutional decision making that is predictable, well-contextualized, and easy to engage, so the community consistently understands both the rationale and the process.

In particular, the Board of Trustees has delegated certain authority to the faculty regarding curricular matters and faculty academic life. The president will thus need to demonstrate a deep understanding of faculty life, including teaching, research, service, and the tenure and promotion process.

Similar expectations exist for the president with regard to students and their lives — academically and broadly as community members who build very full lives during their time at Puget Sound — as well as partnership with leaders of student organizations. And though staff do not have any board-delegated authority, the president will need to understand and acknowledge the breadth of service of staff across the campus and their

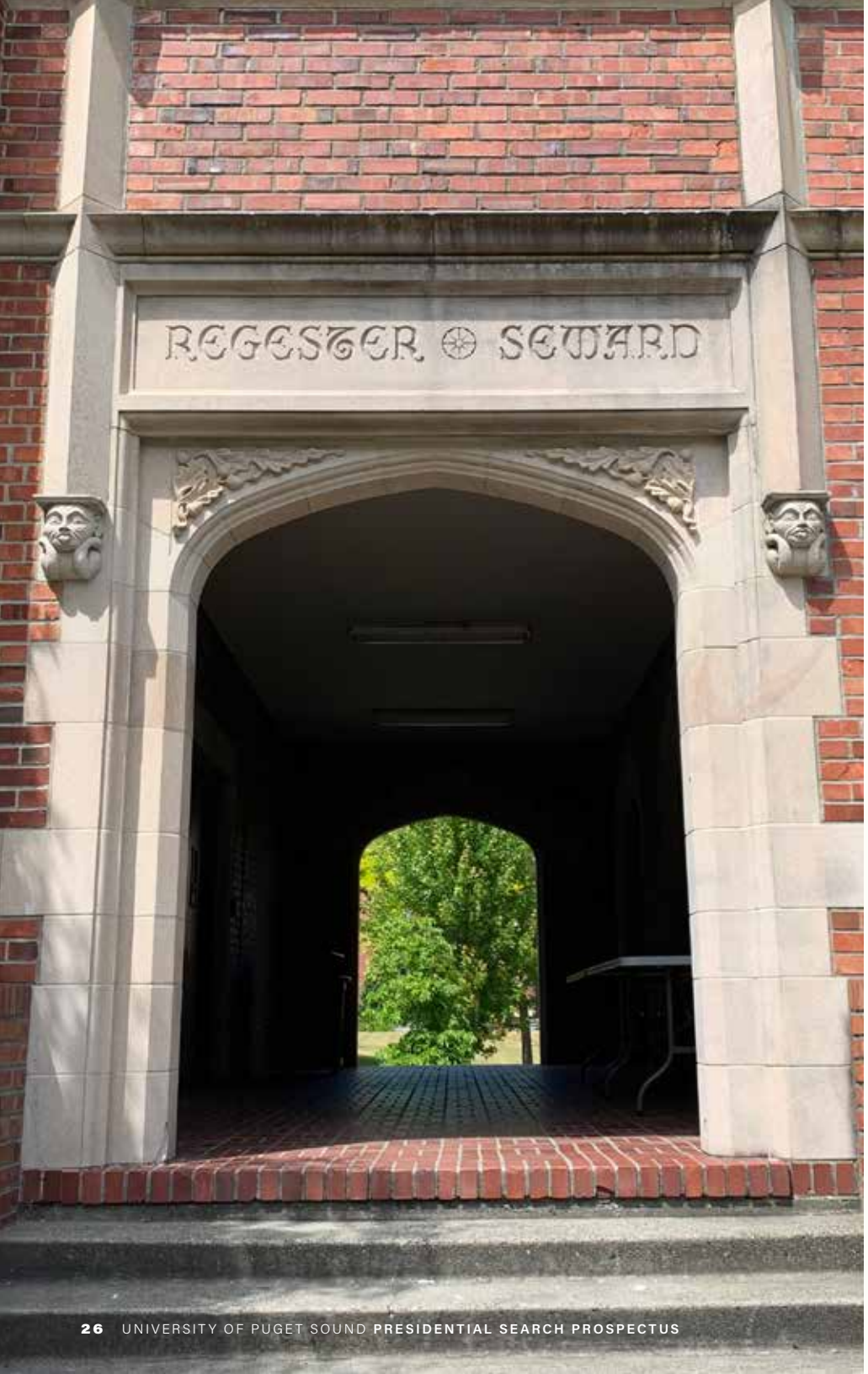
unique perspective on institutional business and operational matters. The next leader also will undertake efforts to ensure areas of decision-making authority across the institution are well understood, including the roles of the board, president, provost, and faculty.

The goal is not the absence of disagreement, but increased understanding of and confidence in how each constituency across the university can bring their expertise to most positively contribute to the institution's future. At Puget Sound, the loop of expression, listening, reflection, and response is continuous and central to achieving long-term institutional progress.

Supporting faculty and staff success: Puget Sound has a strong history supporting its faculty and staff. The next president will recognize faculty and staff well-being as a clear priority, recognizing how the institution can shape people's ability to thrive at work and provide holistic support to students. The president will underscore the importance of continuing to find ways to support the community in a challenging national environment, while moving forward with a phased, values-based approach to bolster market competitiveness for compensation and build long-term stability.

Through thoughtful leadership, the president will model and support a workplace culture where faculty and staff feel respected, supported, and excited to build their careers at the University of Puget Sound.

A PRESIDENT WHO IS A SKILLED RELATIONSHIP-BUILDER WHO LEADS WITH EMPATHY, EARNS TRUST QUICKLY, AND WORKS EFFECTIVELY ACROSS DIVERSE CONSTITUENCIES.



CANDIDATE PROFILE

Leading candidates for the presidency of University of Puget Sound will be highly collaborative with distinguished records of accomplishment in higher education or a closely related professional field. With recognition that there is a spectrum of lived and professional experience that will set up candidates for success as Puget Sound's fifteenth president, strong candidate will demonstrate the following:

A president who, like their predecessors, authentically values residential liberal arts education, the holistic student experience, and the lived experience of faculty. This includes the ability to articulate a forward-looking vision of the liberal arts that is intellectually rigorous, relevant, and clearly connected to student success and societal impact.

A president who is a skilled relationship-builder who leads with empathy, earns trust quickly, and works effectively across diverse constituencies. They will bring experience navigating shared governance, empowering a senior leadership team, and managing conflict constructively.

A president who is a clear, open, effective, and frequent communicator, particularly around strategic priorities and the interrelation of investments and revenue required to sustain the institution. The ability to explain both what decisions are being made and why they are necessary is seen

THE COMMUNITY SEEKS A PRESIDENT WHO IS PASSIONATE ABOUT BUILDING COMMUNITY, MODELS INTEGRITY, AND DEMONSTRATES A SUSTAINED COMMITMENT TO THE UNIVERSITY'S PEOPLE, PLACE, AND FUTURE.

as essential to cultivating trust, maintaining morale, and sustaining alignment and momentum during change.

A president with experience leading a mission-driven institution. The next president will bring sophistication in financial stewardship, enrollment strategy, and data-informed decision making, while balancing fiscal discipline with deep respect for institutional values and people.

A president who is student-centered, relational, and invested in Puget Sound as a long-term home. The community seeks a president who is passionate about building community, models integrity, and demonstrates a sustained commitment to the university's people, place, and future.

While no single candidate will have every experience outlined in the prospectus, ideal candidates will exhibit many of the following professional and personal qualities, skills, and characteristics:

Deep understanding of and commitment to the liberal arts

• Articulates a compelling, contemporary vision for liberal arts education and advancing it at Puget Sound,
• Values curiosity, creativity, interdisciplinarity, experiential learning, and intellectual rigor, and
• Champions the liberal arts as preparation for a complex world, engaged citizenship, and leadership.

Strategic and financial acumen

• Understands higher education as both a mission-driven and enterprise-level organization,
• Uses data and evidence to inform institutional strategy and decisions,
• Demonstrates discipline in financial stewardship and budget prioritization, and
• Possesses a strong grasp of enrollment dynamics and revenue strategy.

Highly collaborative leadership

• Builds trust and respect across faculty, staff, students, trustees, alumni, and community partners,
• Demonstrates respect for shared governance and inclusive decision making,
• Leads with empathy, patience, and self-awareness in complex environments,
• Attracts, develops, and retains exceptional staff,
• Exhibits listening skills of the highest caliber,
• Engages others with a dynamic and approachable presence,
• Promotes excellence across all areas of the university, and
• Understands faculty life, scholarship, teaching, and the faculty life cycle..

External leadership and fundraising effectiveness

• Advocates for the university and

elevates the institution's visibility and reputation,
• Builds strong relationships with trustees, alumni, donors, and community partners, and
• Possesses experience leading major fundraising initiatives, including a comprehensive campaign.

Decisiveness and change management capacity
• Makes timely, informed, and well-reasoned decisions, even in ambiguous or high-pressure contexts,
• Leads through change with steadiness, courage, resolve, compassion, and follow-through,
• Balances collaboration with accountability and momentum, and
• Values inclusion, equity, and diversity, and actively embeds these values in decision making and institutional priorities.

Personal qualities and characteristics
• Exhibits high emotional intelligence and relationship-building ability,
• Finds joy in engagement with students, faculty, staff, and alumni, and life on a residential campus,
• Leads with integrity, authenticity, and desire to cultivate a sense of belonging for all,
• Is human-centered, compassionate, fair, and values-driven, and
• Demonstrates skill leading through uncertainty, addressing fear and resistance, and guiding a community through necessary transitions.

A terminal degree, along with a record of scholarly and professional excellence appropriate to lead and engage a unique and dynamic academic community, is expected.

COMPENSATION AND BENEFITS

The position has an anticipated annual salary between $450,000 - $575,000 with a generous benefits package and well-appointed on-campus residence. Decisions about starting salaries will be made based on the extent and relatedness of the candidate's education and experience and market considerations.

Benefits include medical, dental, and vision coverage; life and long-term disability insurance; executive AD&D insurance; retirement plan options and 403(b) contributions; paid vacation, sick leave, campus holidays and bonus holidays; and education benefits, such as full tuition remission for eligible employees and their families.

Applications and Nominations
DSG | Storbeck has been exclusively retained for this engagement, which is being led by managing directors Susan VanGilder and Jim Sirianni, Ph.D., managing associate Danielle Mebert, Ed.D., and senior search associate Kamilah Allen.

To recommend a potential candidate: please visit our website and click on Make a Nomination or send your

nomination to pugetsoundpresident@dsgco.com.

To apply: for best consideration, submit a compelling letter of interest and curriculum vita via our Talent Profile (not via email) before Aug. 21, 2026.
Inquiries may be sent to pugetsoundpresident@dsgco.com.
All applications, nominations, and inquiries are strictly confidential.

EQUAL OPPORTUNITY AT UNIVERSITY OF PUGET SOUND

The University of Puget Sound does not discriminate within its employment or educational opportunities on the basis of sex, race, color, nation of origin, religion, creed, age, disability, marital or familial status, sexual orientation, gender identity, sex stereotypes, sex characteristics, pregnancy or related conditions, veteran or military status, political affiliation, or any other characteristic protected by the Civil Rights Act of 1964, Title IX of the Educational Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, Americans with Disabilities Act, and applicable federal, state or local laws.

Questions about this statement may be referred to the university's Director of Civil Rights Compliance & Title IX Coordinator (253.879.3793), the university's General Counsel (253.879.2735) or the Office of Civil Rights, Department of Education, Washington, D.C. 20202.

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Our "91" Net Promoter Score — measuring the quality of our search methodology and client satisfaction — is considered exceptional in the industry. Take a more in-depth look into our education practice online at dsgco.com/industry/education.

This leadership profile is not exhaustive and may be subject to change. While every effort has been made to confirm information at the date of publication, the accuracy or completeness of the information provided herein cannot be guaranteed.

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