



Position Specification

University of Oregon
Provost and Senior Vice President

September 2016

In 2015, the University of Oregon recruited President Michael Schill, the first president to be hired by the newly established, independent governing board at an Oregon university. President Schill was heralded as an individual with a creative vision, unbounded energy, unquestioned integrity, and a passion for academic excellence. With the strong backing of the Board of Trustees, President Schill has set a clear vision for the future of the University of Oregon that is built around three fundamental principles:

- Excellence
- Access
- Experience

The faculty and students have embraced these goals which capture the core values of the University of Oregon as a residential Research 1, public university. Sustaining and growing excellence in research is central to Oregon's AAU mission. Providing access to a diverse student population is at the heart of Oregon's public state mission. And ensuring a superior university experience *for all* is at the heart of what creates a tremendous sense of community throughout the University of Oregon family, past and present.

With Provost Scott Coltrane stepping down to retire, President Schill would like to appoint a new Provost to partner with him in leading the ambitious agenda he has set for University of Oregon's future and build on UO's successes during his first year as president.

The University of Oregon (hereafter referred to as UO) invites applications and nominations for the position of Provost and Senior Vice President. As the chief academic officer, the Provost and Senior Vice President will work in concert with President Michael Schill, to strengthen dramatically the University's academic reputation as a leading institution of higher education and research. The next Provost and Senior Vice President must be an accomplished scholar with a track record of successful leadership in a complex, academic college/school or large research institute, or potentially from an education-focused government, non-profit or private institution. The successful candidate should be an individual who shares President Schill's zeal for moving the university forward, and for academic innovation and entrepreneurship.

The University of Oregon

The University of Oregon is a member of the Association of American Universities (AAU), and is a major research university committed to combining high level research with strong undergraduate and graduate teaching. Founded in 1876, UO enrolls almost 24,000 students from all 50 states and more than 95 countries; and offers over 300 undergraduate and graduate degree programs. There are also 30 research centers, institutes, and core research facilities. Since July 2014, the University has been governed by an independent Board of Trustees of the University of Oregon. One of two AAU institutions in the Pacific Northwest, the University is widely known for a mix of highly ranked departments and innovative interdisciplinary programs; a strong commitment to research and education; and a collaborative, non-hierarchical institutional culture.

The University has nine colleges and schools: Architecture and Allied Arts, Arts and Sciences, Business, Education, Journalism and Communication, Law, Music and Dance, the Honors College and the Graduate School. The College of Arts and Sciences is the largest of these, making up about 2/3 of the academic enterprise. Its doctoral programs in anthropology, biology, geography, and psychology are among the best in the nation according to the National Research Council rankings. The University's education program is among the top 15 in the country. Three of UO's law programs are in the top 10 in the nation. The Robert D. Clark Honors College is the oldest honors college in the United States. UO's School of Journalism and Communications, headed by Pulitzer Prize-winning authors and journalists, leads the way in the idea industry for studying brands, media, design, and creative culture. In the Lundquist College of Business, students manage real investments, launch real startups, and work on real problems for real companies. All the colleges focus on providing graduates with a broad-based liberal arts and sciences degree, regardless of major.

The University is deeply committed to research. The UO faculty include 1 MacArthur Fellow, 2 National Medal of Science Recipients, 2 American Cancer Society Fellows, 3 Pulitzer Prize Winners, 8 National Academy of Science Members, and 41 Guggenheim Fellows. University of Oregon researchers continued to move the needle for research, scholarship and creative inquiry in 2014-2015, recording \$114.6 million in grants, contracts and other competitive awards, an impressive achievement given that UO has no schools of medicine, engineering, or agriculture.. Despite cutbacks in federal funding, researchers at the University of Oregon are securing more funding from the Department of Health and Human Services, driven in part by investments in the UO's interdisciplinary research centers, which include the Institute for Molecular Biology, the Institute for Neuroscience, and the Prevention Science Institute. UO faculty are also known for exploring ways to help people live more sustainably, as with the innovative green chemistry classrooms that led the way for the rest of the world and the highly acclaimed Sustainable Cities Initiative.

The UO continues to generate research that inspires innovations, including new spinoff companies, the filing of 21 U.S. patent applications, and total licensing revenues of more than \$8 million in FY15. Although the UO does not receive licensing revenue from an engineering school, the university had a return on investment (ROI) of 10.9% in FY15, placing it among the top universities nationally for return on research through licensing income. Last year, 90% of the licensing revenue received by the UO—more than \$7.2 million—was reinvested into academic units, innovators, and the state of Oregon.

The UO's tradition of pioneering innovation and entrepreneurship—which dates back decades to former graduate student Walter Brattain co-inventing the transistor in 1956 and track coach Bill Bowerman pioneering the modern running shoe and partnering with student athlete Phil Knight to found Nike—remains strong. UO's involvement in the Oregon Regional Accelerator & Innovation Network (RAIN) continued in FY15, with the launch of the Paul Anthony Troiano RAINMaker Awards for Student Entrepreneurs, which funded five student startups this year. A total of 16 startup companies have received mentoring assistance from the UO-sponsored RAIN Eugene Accelerator, the local branch of the state-sponsored network. Eight new companies are currently working with the accelerator this fall.

Under President Schill's leadership, UO has developed a [strategic framework](#) and set of ambitious goals, intended to enhance excellence, across all departments and within the professional schools. With a new

board, a new President, and new senior academic leadership, this is a time of tremendous opportunity and significant transformation for the University. To garner and build the resources to fuel an aggressive new academic agenda, President Schill has been actively engaged in the University's \$2B fundraising campaign, reaching \$1B in July and hired four new Vice Presidents and six new Deans. The following are a few examples of initiatives to realize the President's vision of excellence, access and experience at UO:

- Major initiative to build applied sciences
- Plan to hire 80 to 100 new tenure-related faculty members over the next 5 years
- The Oregon Commitment, a \$17 million initiative to expand student access and increase graduation rates
- Enhancement and expansion of UO's Portland academic programs

The University employs approximately 2,000 faculty and 3,000 staff with an annual operating budget of more than \$950 million. UO has an endowment of \$775 million and has more than 220,000 living alumni worldwide. The University has produced seven governors, two Nobel Prize winners, 13 Pulitzer Prize winners, 19 Rhodes Scholars, 25 Olympic medalists, and six NFL Hall of Famers.

Provost and Senior Vice President

Reporting to President Schill, the Provost and Senior Vice President serves as the chief academic officer and oversees the Office of the Provost and Academic Affairs. The deans of the nine schools and colleges that comprise the University of Oregon report to the Provost and Senior Vice President. These include: the Robert D. Clark Honors College, the School of Architecture and Allied Arts, the College of Arts and Sciences, the Charles H. Lundquist College of Business, the College of Education, the School of Journalism and Communication, the School of Law, the School of Music and Dance, and the Graduate School, which oversees the university's graduate and certificate programs. . The deans for the Libraries and Undergraduate Studies, as well as leaders of other academic units including UO Portland, International Affairs, Museum of Natural Cultural History, and Jordan Schnitzer Museum of Art also report to the Provost and Senior Vice President. This position also oversees the Chief Information Officer and coordinates with the President on the oversight of the Office of Research and Innovation.

Key Priorities (not in rank order):

- Collaborate with the University of Oregon faculty, students, and staff to foster and advance academic excellence on campus;
- Build and manage strong, collaborative relationships with employee groups and labor unions;
- Assist in managing the financial resources of the University through an effective annual operating budget and long-term financial plan for all academic and direct-report units, and provide guidance to the President on University-wide financial allocations and decision-making; working with the President and other leaders, develop the strategic priorities for the Institution and oversee the implementation of initiatives that support those priorities and that advance scholarly and creative pursuits among faculty, graduate students, and undergraduate students;
- Lead efforts to recruit and retain distinguished, diverse professors and researchers as part of initiatives to expand the size and global reach of the faculty at the University;
- Nurture ongoing efforts to advance inclusion, equity, and diversity among all University constituencies;

- Work to ensure the success of all students at UO, including increasing the Institution's four-year completion rate, through efforts such as mandatory advising, articulated degree paths, and curricular reform; develop and implement strategies to enrich students' classroom, research, and extracurricular experiences at both undergraduate and graduate levels;
- Promote interdisciplinary and cross-college initiatives that will build on areas of existing strength; and
- Develop and maintain positive and productive relationships across the State of Oregon, with other AAU institutions, other professional and academic organizations, and other stakeholders, effectively representing the interests of the Institution.

Specific Responsibilities:**Executive Leadership:**

Establish a vision that is progressive and innovative in higher education, with a focus on impact and excellence in research and academics. Provide leadership in establishing the University's strategic objectives, and develop and manage all resources essential to the achievement of these objectives. Work with faculty, academic leadership and University leadership in pursuit of broader institutional goals.

Financial Management: Work with the Board of Trustees, President, Vice Presidents, and other leaders within the Institution and across the State to ensure a strong financial future for the University. Manage the financial resources of the University through an effective annual operating budget and long-term financial plan for the academic and direct-report units. Provide oversight in conjunction with the President for all University -wide resource acquisition and utilization.

Academic Oversight: Recruit, retain and promote top faculty who will attain high standards of excellence and enhance the diversity of the University. Serve as an intellectual leader on campus, and convey the centrality and importance of the University's research and teaching missions beyond the campus. Serve as a strong advocate for academic matters, honoring the University's tradition and strength in liberal arts, while also recognizing the importance of science for the University's future. Evaluate faculty for appointment, tenure and promotion. Strengthen excellence in programs, curriculum and classroom teaching. Support, enhance and promote faculty research and productivity.

Administration: Oversee the academic organizational structure, policies and procedures of the University. Develop centralized policies to strengthen academic infrastructure and cohesion, including implementation of the United Academics Collective Bargaining Agreement. Provide opportunities for professional development for faculty and staff. Promote a collaborative, collegial culture throughout the University. Work to ensure all faculty, staff and students have access to the necessary technology resources they need to teach, learn, innovate, and be research productive, while balancing financial constraints.

Qualifications

The University of Oregon seeks an individual of significant scholarly accomplishment with the experience, dedication, breadth of vision, and zeal to serve as the chief academic officer of a major research university. The individual should possess a firm commitment to academic excellence, the ability to work

constructively and collaboratively with multiple constituencies through a model of shared governance, a facility with budgets and resource allocation, and a proven ability to translate ideas and visions into action. The next Provost will be an individual who understands the key social, political, economic, and technological changes that are affecting higher education today, and who will bring creativity and vision to the University of Oregon's efforts to address those changes. In terms of personal qualities, the successful candidate will be an energetic, engaged, respected leader who is fundamentally committed to advancing the University of Oregon's mission as a leading institution of higher education and research.

Leadership: An established record of effective, inclusive and collaborative leadership. The capacity to formulate and articulate a shared vision, to persuade a wide range of audiences of its value, and to engage others in its implementation. Ability to recruit outstanding new faculty as well as retain and promote the University's faculty. A deep understanding and appreciation of shared governance between faculty and administration. Capacity to motivate and inspire others to strive continuously for excellence. Strong interdisciplinary ethic. Ability to make tough decisions. Entrepreneurial spirit.

Academic Credentials: PhD or equivalent degree required. Distinguished record of achievement and professional credentials consistent with appointment at the rank of full professor.

Financial Management and Administrative Experience: A well-developed record of operational leadership demonstrating excellence, growth and financial effectiveness. Demonstrated experience in fiscal management. Proven success in managing a leadership team within a complex organization. Ability to manage resources strategically.

Focus on Students: Genuine understanding of the teaching mission and the importance of providing students with the highest quality educational experience. Commitment to student success. Must understand and value the importance of a diverse student body.

Personal Qualities: Unquestioned, unassailable personal and academic integrity. A commitment to the mission of a global public research university. Strong interpersonal, oral and written communication skills. Innovative and creative problem-solver, with a willingness to take risks and make timely and difficult decisions. Ability to foster a collegial, collaborative, inclusive and respectful work and educational environment.

University Leadership

President Michael Schill

Michael H. Schill is the 18th president of the University of Oregon. He began his tenure on July 1, 2015. He previously served as the dean and Harry N. Wyatt Professor of Law at the University of Chicago Law School. Prior to joining the University of Chicago in 2010, Schill served as the dean of the University of California, Los Angeles School of Law from 2004 to 2009. His other faculty appointments include tenured positions as professor of law and urban planning at New York University and professor of law and real estate at the University of Pennsylvania.

A nationally recognized expert in property, real estate, and housing law and policy, Schill is the author or co-author of three books and more than 40 scholarly articles. In 2004, Schill founded the Furman Center for Real Estate and Urban Policy at New York University. Under his and subsequent leadership, the Furman Center has become one of the nation's leading research centers on housing and the built environment.

In addition to serving as the president of the University of Oregon, Schill is a member of the Board of Trustees of Ithaca, the nonprofit organization that owns JSTOR, and is a Fellow of the American Academy of Arts and Sciences. He is a former member of the Board of Governors of Argonne National Laboratory.

Schill graduated with an AB in public policy from Princeton University in 1980 and a JD from the Yale Law School in 1984. Schill also holds a tenured faculty appointment in the University of Oregon School of Law.

The Community

Located in the Willamette Valley less than two hours from Portland, Oregon and with a population of 160,000, Eugene has been described as an unexpected mix of urban culture and college town charm (the Eugene-Springfield metro area has a population of 340,000). It is known for its natural beauty, outdoor activities and dynamic arts, music and food culture. Eugene has been recognized nationally for the quality of its transportation, green space, and commitment to environmental sustainability. According to National Geographic's "Green Guide", it is the number one green city in the U.S. for air quality, recycling, transportation, and green space. There are 250 miles of bike and running trails right in town, and hiking and rock climbing are minutes away. An hour from both the rugged Oregon coast and the Cascade mountain range, you can snowboard, or surf, or do both in the same day. Eugene is also known as "Track Town, USA", and will host the 2021 Track and Field World Championships.

Nomination and Application Process

Inquiries, nominations and applications are invited. Interested candidates should submit confidentially, in electronic form (Microsoft Word or Adobe PDF files preferred), a curriculum vitae and a bullet point summary of the leadership roles they have held, and their accomplishments in each. A letter of interest is optional, albeit most welcome. Please submit all materials electronically to Oregon.Provost@russellreynolds.com.

All materials and inquiries will be held in strict confidence until the final stages of the search, at which time the express permission of the finalists will be obtained before making their candidacies public. References will not be contacted without the prior knowledge and approval of the candidate.

The University of Oregon is an Equal Opportunity, Affirmative Action Employer. The University actively encourages applications and nominations of women, minorities and persons with disabilities and applications from candidates with diverse cultural backgrounds.

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