



Founding Dean  
OHSU-PSU School of Public Health  
Portland, Oregon

## The Opportunity

Oregon Health & Science University (OHSU) and Portland State University (PSU) invite applications and nominations for the position of Founding Dean for the newly established OHSU-PSU School of Public Health (SPH). The mission of the OHSU-PSU School of Public Health is to prepare a public health workforce, create new knowledge, address social determinants, and lead in the implementation of new approaches and policies to improve the health of populations. By leveraging the unique and shared strengths of both universities, the SPH will be poised to meet the evolving public health needs of Oregon and beyond.

OHSU and PSU have been working together for more than 4 years to collaboratively establish a School of Public Health that builds on the 22 year success of the Oregon Master of Public Health (OMPH) program, which is the longest running collaborative accredited MPH program in the United States. OHSU and PSU are currently in the final stages of seeking accreditation for the School from the Council on Education for Public Health (CEPH), with a site visit scheduled in September, 2016.

OHSU and PSU seek a strategic and inspirational leader who can take full advantage of this unique moment in the School of Public Health's history. A successful dean will oversee the creation of a long-range strategic plan for the School which capitalizes on the success of the OMPH, Oregon's congenial environment, and strong support and enthusiasm from faculty, staff, students and alumni. The new dean will align the academic, research, practice and outreach missions of the School with those of each University; sustain a vital and defining relationship with the public health community; and increase research activity and funding. The dean will play a public role with University, state and national stakeholders to further the mission of the School of Public Health, OHSU and PSU, and seek increased funding and support.

## About the School of Public Health

Through extensive input from faculty, students, staff and community leaders the OHSU-PSU School of Public Health adopted the following mission statement.

The mission of the OHSU-PSU School of Public Health is to prepare a public health workforce, create new knowledge, address social determinants, and lead in the implementation of new approaches and policies to improve the health of populations.

The SPH has articulated six goals in support of this mission statement:

- To sustain a thriving academic community and collaboration in public health that embraces diversity in expertise and interests. (The SPH Environment)
- To develop strong, sustained external relationships with public health practitioners and communities in the Portland metropolitan area and the state of Oregon to improve population health. (Service)
- To prepare a public health workforce that engages community leaders to improve population health, address social determinants of health, and reduce health disparities. (Educational Opportunity)
- Increase student, faculty, and staff diversity to enhance the educational experience and prepare effective public health practitioners, leaders, and policy makers to serve diverse populations. (Educational Access)
- Advance and translate research leading to the discovery of knowledge to improve population health and reduce health disparities. (Research)
- To increase financial resources to ensure sufficient income for operations, faculty, staff, and student support. (Sustainable SPH)

The OHSU-PSU School of Public Health strives to implement its mission and goals by creating a workforce that is competent in community engagement, and a faculty that advances knowledge through appropriate research directed toward its local, international, and special communities. To this end, all educational programs in the SPH have, at their core, courses that educate all students in the following core competencies. All graduates of the School of Public Health will act ethically and demonstrate cultural competence to:

- Integrate social determinants into public health science, practice and policy;
- Engage with communities to improve population health; and
- Apply public health knowledge and skills to eliminate health disparities.

The SPH has a relatively flat organizational structure, with associate deans for academic affairs, undergraduate programs, research, practice, and no department chairs. Directors of the graduate programs report administratively to the Associate Dean for Academic Affairs. Administrative staff responsible for accounting, finance, program management, marketing, grants management and human resources work with the dean and associate deans to ensure the School operates effectively and efficiently and meets its annual budget target.

Shared governance is achieved through the SPH Faculty Council, which consists of all tenure stream and non-tenure track faculty, and is led by a Chair, Vice Chair, and Secretary. The Faculty Council is charged with reviewing School policies affecting faculty roles and responsibilities, consistent with each university's policies and in the case of PSU, consistent with the University and AAUP Collective Bargaining Agreement. The Faculty Council is responsible for appointing faculty members to School Committees: Promotion & Tenure, Academic Policy & Curriculum, Admissions, Faculty Searches, Awards & Scholarships, Diversity, Field Experience, Workforce Development, Alumni, and ad hoc committees as necessary consistent with each university's policies and in the case of PSU, consistent with the University and AAUP Collective Bargaining Agreement. Finally, the Faculty Council provides a forum to gather and express Faculty concerns and opinions directly to the dean.

The SPH has an annual operating budget of about \$17m with revenues being derived from a number of sources including tuition, state appropriations, grants & contracts and institutional support.

## **Academic Programs**

The SPH currently enrolls 1,233 undergraduate and 210 graduate students each year in its programs. The School currently offers the following degree and certificate programs:

BA in Health Studies

BS in Health Studies

Graduate Certificate in Public Health

Graduate Certificate in Biostatistics

MPH in Biostatistics

MPH in Epidemiology

MPH in Health Promotion

MPH in Primary Healthcare & Health Disparities

MPH in Environmental Systems & Human Health

MPH in Health Management & Policy

MS in Biostatistics

MS in Health Studies

MA in Health Studies

Ph.D. in Health Systems & Policy

Ph.D. in Epidemiology

Ph.D. in Community Health

The SPH also offers the following dual-degrees with programs at either OHSU or PSU:

Urban & Regional Planning (PSU)/Health Management & Policy –MURP/MPH

Social Work (PSU)/Health Management & Policy – MSW/MPH

Social Work (PSU)/Health Promotion – MSW/MPH

Medicine (OHSU)/Epidemiology – MD/MPH

Nursing (OHSU)/Primary Healthcare & Health Disparities – PhD/MPH

**Undergraduate Overview:** Portland State University admitted its first students into the BA/BS with a Major in Health Studies in 1983. The program is CEPH accredited and shares the majority of its faculty with the MPH in Health Promotion program. Students seeking a BA/BS with a Major in Health Studies primarily take their graduate classes at PSU where the undergraduate curriculum is organized around its interdisciplinary core curriculum called University Studies. The four goals of the University Studies' curriculum include (1) an ability to communicate effectively, (2) to think creatively and critically, (3) to be curious about the diversity of the human experience, and (4) to wrestle with understandings of ethics and social responsibility.

Undergraduate students must also complete 28 total credits of courses aligned with their selection of either the BA or BS degree. The combination of the University Studies program and basic requirements for a degree introduces students to a number of content areas that serve as a background for public health including the foundation of scientific knowledge, the foundations of social and behavioral sciences, math and quantitative reasoning, and humanities and fine arts disciplines.

**Graduate Overview:** The SPH offers six different programs leading to the MPH degree, three master's degrees and two graduate certificates. The **Graduate Certificate in Public Health** is designed to enhance the preparation of public health professionals not currently prepared in a public health academic specialty, and provide a broad introduction to public health. The **Graduate Certificate in Biostatistics** provides basic and intermediate graduate level biostatistics training for a diverse range of students in the health sciences. It is primarily aimed at researchers, students in other degree programs, and working professionals who are interested in becoming more skilled in applied biostatistics methods and theory.

The **Master of Science in Biostatistics** degree program provides graduate-level training in the application and theory of biostatistics. The program serves those students wishing to pursue careers as intermediate level biostatisticians or apply for doctoral programs in Biostatistics. The program is appropriate for individuals who have earned a Graduate Certificate in Biostatistics and wish to pursue further training. Target audiences for this program include individuals who desire careers as collaborative biostatisticians in the basic, clinical, translational or population sciences. The program attracts clinical and translational researchers as well as working professionals throughout the state and region.

The **MA/MS in Health Studies** provides a research-oriented opportunity for students with an interest in physical activity and exercise.

Students in the **MPH in Biostatistics** receive training in both applied statistical methods and public health concepts, so that they gain the practical knowledge and skills to engage in successful careers in public health.

The **MPH in Environmental Systems & Human Health** provides ecosystem-based public health training for students who want to investigate and remediate environmental impacts on public health. Believing that a healthy environment is the cornerstone of preventative medicine, the goal of this program is to produce graduates who will be able to analyze how human activities impact environmental systems, which in turn affect the health of human populations. Specific emphasis is placed on mediating and modifying the effects of environmental disruptions on the health of vulnerable populations in a culturally competent, ethical manner.

The **MPH in Epidemiology** trains health professionals in the population perspective toward health care and disease prevention. The core curriculum, offered to all MPH students provides an understanding of the statistical, epidemiological, political, behavioral, environmental science, and organizational basis of public health and of the health care system in general. For those students seeking a MPH in Epidemiology, additional focus is placed on providing students with epidemiological and statistical reasoning skills and competency in studying the distribution and dynamics of disease in populations, in evaluating health care programs, and in conducting clinical, behavioral, and health services research.

Students in the **MPH in Health Management & Policy** develop and strengthen their knowledge and practice of the delivery and management of health services. The curriculum includes the core concepts of public health with specific instruction in management, finance, strategy, policy, economics, and ethics. This degree program prepares individuals for the exercise of competent and effective policy and administrative leadership in the health sector.

The **MPH in Health Promotion** prepares students to utilize public health approaches to develop, administer, implement, and evaluate culturally sensitive health promotion and behavior change programs, and to mobilize community resources for planned social change. Graduates of this program are well prepared for advanced study or professional work in the fields of community health and health promotion in a wide variety of settings.

The **MPH in Primary Healthcare & Health Disparities** is an entirely online program and provides training in population perspectives of health care and disease prevention. Students completing this track are well prepared to assume clinical leadership roles in a variety of settings, including but not limited to community health centers, health maintenance organizations and health departments.

Three PhD programs mark the important collaboration of the OHSU-PSU School of Public Health. They include a PhD in Epidemiology, PhD in Health Systems and Policy, and PhD in Community Health. The pathways into these programs typically include completion of a master's degree (such as MPH or MS) before moving on to the PhD.

The **PhD in Epidemiology** is based upon competencies in doctoral education recommended by the American College of Epidemiology and the ASPPH. Graduates are prepared to work independently and to collaborate with health professionals in other disciplines on research and applied projects that include epidemiologic elements, and to teach graduate students and health professionals in academic, governmental, nonprofit, and private sector settings.

The **PhD in Community Health** provides students with advanced learning in conducting research and developing instruction skills in public health, social and behavioral determinants of health, gerontology, and social epidemiology. This program provides unique training for students interested in the rapidly developing research area that includes the psychosocial aspects of health.

The **PhD in Health Systems and Policy** provides students with advanced knowledge, analytic skills, and competencies in conducting research and developing teaching and learning skills in health systems and policy. The PhD in Health Systems and Policy provides a unique educational experience for students seeking to apply theory to practice in careers as researchers and educators by building upon Oregon's role as a leader in health systems transformation.

## **Research**

The Faculty that currently comprise the SPH were awarded about \$6 million in external funding in FY15 to support research and public service in the promotion of health, the prevention and control of illness and injury, public policy and for overall social justice in health. The research portfolio includes studies of the epidemiology of cancer (breast, colorectal, prostate, skin, ovarian), a patient navigator program for American Indians, diet and nutrition, and aging. Epidemiology Faculty in the Prevention Research Center foster research relationships with special populations, including Native Americans, those with disabilities, the Veterans Administration population, and the Medicaid population.

The SPH has a strong portfolio of research examining the organization, delivery and financing of services for alcohol, drug and mental health disorders and the outcomes of those services. A focus on the nexus of

policy, practice, and research characterizes much of the work; investigators collaborate with practitioners to assess the impacts of organizational change, implementation of evidence-based practices, and promote the adoption of evidence-based practices.

SPH Faculty actively collaboratively with researchers outside of School and are engaged in clinical epidemiology research in a variety of fields including molecular epidemiology, the epidemiology of aging, epidemiology of the built environment, and community based research. In a similar manner SPH Faculty maintain active methodology research in biostatistics and broad interdisciplinary research in such areas as Bayesian analysis, categorical data analysis, complex sampling, clinical trial design, spatial-temporal modeling, statistical computing, statistical genetics and survival analysis.

The OHSU-PSU School of Public Health is home to the Center for Public Health Studies. The mission of the Center for Public Health Studies (CPHS) is to blend science, policy, and advocacy to create changes in the social, economic and political structures that give rise to, and sustain, health inequities across our society. The Center collaborates with a wide range of community partners from the government, nonprofit, and business sectors.

CPHS also works closely with the Moore Institute for Nutrition and Wellness at OHSU to integrate the science of developmental origins of health and disease (DOHaD) into public health policy and comprehensive community programming. The Moore Institute is one of the international leaders in research on developmental origins and the related science of epigenetics. CPHS, in a collaborative sense, is the public health and policy program of the Moore Institute.

## **Faculty and Staff**

The School has 82 full-time primary faculty and more than 25 adjunct faculty to participate in its education, research, public health practice and outreach activities. The faculty's work is paired with contributions from dedicated staff members who contribute to the School's mission. The School also relies on the voluntary participation of many members of the public health community to provide training opportunities for its students and feedback on the School's academic and research programs.

The Faculty and staff employed through PSU are unionized: the Association of University Professors (AAUP) represents 39 tenure stream and non-tenure track faculty, and academic professionals; the American Federation of Teachers (AFT) represents 16 adjunct faculty; and Service Employees International Union (SEIU) represents 4 classified staff. The classified employees within the SPH who are hired through OHSU are represented by AFSCME.

## **Facilities**

SPH Faculty are currently housed in multiple locations at both OHSU and PSU determined by their programmatic alignment. While graduate level classes occur at both institutions, all undergraduate courses (BA/BS) are located at PSU, where the programs have easier access to the largest classrooms and advisors. Classrooms, study space and small meeting rooms are also utilized at the Collaborative Life Sciences Building (CLSB) located at OHSU's Schnitzer Campus on Portland's South Waterfront. The CLSB is a 650,000 sq. ft. education and research building developed collaboratively between OHSU, Oregon State University

and PSU and opened July 2014. The CLSB is conveniently located between OHSU and PSU with free student transportation by streetcar from PSU and aerial tram from OHSU.

A conceptual design study has been completed for a new building to co-locate all the faculty and staff of the OHSU-PSU School of Public Health on the Schnitzer Campus of OHSU. The design study took into account the projected programmatic needs of the School over the next 10 years as determined from a series of interviews with faculty, staff and institutional leadership. Fundraising for this 150,000 sq. ft. building is just getting underway and a key focus of the Founding Dean will be to help OHSU and PSU make this conceptual design into a reality, by raising funds to support the building construction.

## Challenges and Opportunities for the Founding Dean

**Increase integration of OHSU and PSU:** The dean will be responsible for blending the academic cultures of two institutions as faculty integrate into one School. The dean will need to skillfully navigate two sets of institutional norms and practices and cultivate areas of integration. An understanding of academic culture and the blending of academic cultures will be imperative to the success of the dean.

**Cultivate support from communities throughout Oregon:** The dean will be asked to persuasively and passionately champion on behalf of the School to garner support from the current alumni base, and widen the circle of friends and supporters. Working closely with the OHSU and PSU Foundations, the dean will be expected to enlarge the donor base among alumni and friends in the community, sustaining the current list of contributors and increasing the levels of giving.

One of the prime sources of support over time comes from alumni who feel an allegiance to the institution. The SPH is fortunate to have a loyal alumni base from both OHSU and PSU who have graduated from the OMPH over the past 22 years. The Founding Dean will need to encourage an atmosphere of engaging students from the time they enter the School through the completion of their program so that they will develop similar feelings of loyalty and lifelong attachment to the institution.

The Founding Dean will also need to maintain strong ties and good communication with the organized public health community in Oregon. In response, the public health community can help the dean identify and understand workforce trends, and position the School to respond to needs like advanced training. An active, visible role in the community will further allow the School to expand continuing education programs, and increase its impact on public health practice and policy throughout Oregon and beyond.

**Energize and empower the organization:** The dean must engage the entire SPH community by articulating a clear and compelling vision and knit together all stakeholders in support of that vision. This work includes enhancing the faculty/staff compensation model, reviewing faculty work assignments and appointments, and continuing to bring resources into the School. The dean will be well assisted if s/he can foster greater shared governance by empowering leaders within the School and building strong relationships with fellow deans and the University administration at both OHSU and PSU.

The dean needs to be highly skilled in communicating across OHSU, PSU and the state of Oregon, including with the state legislature, and must maintain communication with key professional and academic

organizations across the country and globe. Relationships must also be initiated or maintained in the public health practice, education, research and community arenas.

**Grow research enterprise:** There is already a strong research portfolio within the SPH and the Founding Dean must make student and faculty research a key priority to advance the School's mission. The dean will be expected to support and promote research from current faculty at the School, as well as to recruit new faculty to expand the School's research enterprise. The dean must also find ways to encourage and provide incentives to existing faculty to expand the public health research programs, participate in translational research and develop collaborative research relationships. New faculty hires will need to be targeted in strategic research areas.

**Support diversity in all forms:** Diversity is a key priority for both OHSU and PSU. The SPH must realize this goal and represent diversity in all its forms by taking concerted efforts to increase the diversity of its faculty, staff and student population. The dean will encourage a culture of respect and tolerance for diversity within the School. S/he will be expected to work with the OHSU Vice President for Equity and Inclusion and the PSU Vice President for Global Diversity and Inclusion to recruit and retain a diverse and culturally competent faculty and staff, and to identify and execute effective means of marketing the School to prospective students at all levels and from all backgrounds.

## The Dean's Role

The Founding Dean will have overall responsibility for fulfilling the vision and leadership in academic, research, public health practice, community engagement and fundraising activities for the School. The SPH has the potential to set the standard for academic excellence and innovation across both OHSU and PSU while preserving and further strengthening its partnership with the community and region it serves. The dean will help to shape the future of the school, articulating a vision consistent with the OHSU and PSU's strategic priorities, enhancing its standard of excellence, and defining the directions of its growth based on new and multi-disciplinary connections across each university. S/he will set the standard for intellectual engagement and scholarly accomplishment, advancing research and scholarship, education and engagement in public health practice and policy, particularly in Portland and throughout the State. The dean will nourish and extend community and business partnerships, both supporting them through education of the future workforce and engaging the expertise of the faculty to address current challenges. While promoting excellence and diversity, the dean will be responsible for student and faculty retention and recruitment while preserving the positive and engaged culture that underscores the unit. The dean will be responsible for managing the resources of the school, both human and capital. The dean, who reports to the provosts at OHSU and PSU, will work collaboratively with other campus leaders, faculty, staff and students to advance the mission and vision of the School of Public Health, OHSU and PSU.

## Desired Qualifications and Qualities

OHSU and PSU seek a Founding Dean who will embrace their institutions' commitment to providing high-quality public health education, to conducting important scientific research and to the value of community engagement. S/he will have the proven ability to effectively work with faculty, staff, students and alumni, and partner with other deans, provosts and presidents. The dean will bring a strong track record of

assessing needs, developing and executing strategic plans, and engaging faculty, staff and students in a vision.

The successful candidate will possess the following skills and qualities:

- A doctoral degree from a School of Public Health or from another school relevant to public health with clear leadership in public health;
- Qualification for appointment as a full professor;
- A distinguished academic background to include a history achievement in of scholarship, teaching and administration with an emphasis on areas pertinent to public health;
- Experience in and an appetite for fundraising; the ability to contribute to and lead development efforts and other extramural funding activities;
- Ability to build a sense of community and engage faculty, staff, students, alumni and the broader community in support of a shared strategic vision and culture;
- Demonstrated ability to balance the academic, research, and practice missions within a school and with other key partners within a university setting;
- Strong vision aligned with the mission and goals of the School of Public Health;
- Ability to be a strong spokesperson for the school and the two universities within the community, and across the state and country; diplomatic, persuasive and credible to a wide variety of audiences;
- A strong commitment to educating an ethnically, racially, culturally, generationally and economically diverse student body, and to recruiting and supporting a diverse faculty, staff and administration;
- Demonstrated success in enhancing the education, research and public health practice programs for an academic unit or program;
- Insight into the opportunities and challenges facing public health education, research and practice;
- Collaborative leadership style together with assertiveness, flexibility, integrity, transparency and humor;
- And a demonstrated ability to build effective partnerships across professional disciplines, within and throughout the school and university, and throughout the broader community.

# Oregon Health & Science University

## **History**

From its modest start in 1887, OHSU has grown into a world class academic health center composed of five schools: Dentistry, Medicine, Nursing, Pharmacy and Public Health; two hospitals: OHSU Hospital and Doernbecher Children's Hospital; 60 research centers and institutes; and numerous medical practices in the greater Portland area. The Portland VA Medical Center is connected to OHSU structurally by a sky bridge and functionally by shared staff, trainees, and research and educational opportunities. The University is the state's only comprehensive public academic health center and the only institution in Oregon that grants doctoral degrees in dentistry, medicine, nursing and health-focused engineering.

## **OHSU Today**

Today OHSU is a thriving institution that has seen enrollment increase by 20 percent over the last decade with 2,895 students currently enrolled. OHSU offers undergraduate, graduate, and profession degrees and/or certificates in 60 accredited education programs, several of them joint with other institutions. Of the nearly 3,000 students enrolled at OHSU in Fall 2015, approximately 70% were graduate and professional students. Nearly all of its undergraduate students are in nursing programs. Additionally, OHSU provides training to over 800 interns, residents and fellows in over 70 accredited residency and fellowship programs and delivers continuing education to thousands of health care professionals each year.

OHSU has over 15,000 employees including about 2,834 Faculty and also engages over 2,000 volunteer Faculty at clinical sites throughout Oregon to help train its students in a community setting. For the fiscal year ending June 30, 2015 OHSU's revenues totaled approximately \$2.5 billion with about 75% of revenue coming from clinical fees, 20% from grants, and less than 2% from state appropriations.

The University's history and current activities demonstrate a deeply felt commitment to community service, improving the health and well-being of people in and around Oregon, and educating Oregon's healthcare providers of the future. OHSU cares for more than 258,000 patients annually through about 1,000,000 visits and is the primary resource in the region for many types of highly specialized or tertiary care cases. The University's patient care services also include dozens of general and specialty clinics and diagnostic laboratories in and around Portland.

Patient care connects directly to the thriving research on the same campus. OHSU is currently conducting 657 clinical trials to accelerate the translation of research from basic science lab discoveries into treatments that directly benefit patients. The University attracted \$376 million in the past year to fund promising studies to add to the body of knowledge about prevention, detection and the treatment of disease. OHSU has faculty members who are Howard Hughes Investigators, members of the National Academy of Sciences and Institute of Medicine, and fellows of the Royal Academy of Sciences and the American Academy of Nursing.

## **Mission Statement**

As part of its multifaceted public mission, OHSU strives for excellence in education, research and scholarship, clinical practice, and community service. Through its dynamic interdisciplinary environment, OHSU stimulates the spirit of inquiry, initiative, and cooperation among students, faculty and staff. Setting the example for integrity, compassion and leadership, OHSU strives to:

- Educate tomorrow's health professionals, scientists, engineers and managers in top-tier programs that prepare them for a lifetime of learning, leadership and contribution.
- Explore new basic, clinical and applied research frontiers in health and biomedical sciences, environmental and biomedical engineering and information sciences, and translate these discoveries, wherever possible, into applications in the health and commercial sectors.
- Deliver excellence in health care, emphasizing the creation and implementation of new knowledge and cutting-edge technologies.
- Lead and advocate for programs that improve health for all Oregonians, and extend OHSU's education, research and health care missions through community service, partnerships and outreach.

## **Diversity, Inclusion and Globalization**

Over the university's 128-year history, OHSU has grown into a world-class teaching hospital and research center that educates, employs and cares for people from many cultures, belief systems and experiences. Diversity is vitally important to OHSU's evolution as a world-class health and science university. Being a diverse institution creates an intellectually vibrant climate where a variety of ideas and perspectives work together to foster innovation. Diversity is key to maintaining a competitive workforce advantage. Integrating diversity within all areas and all parts of its mission is critical to OHSU's strategic goal of being a great organization, "diverse in people and ideas". OHSU is dedicated to improving the health and quality of life for all Oregonians through excellence, innovation and leadership in healthcare, education, research and community outreach and recognizes that diversity of people and ideas are essential to succeed and thrive.

OHSU Faculty support the institution's four mission areas around the world and have active programs in over 70 countries, on 5 continents, developed through personal and professional connections. At an institutional level OHSU recently established a campus in Thailand through a strategic partnership with Bangkok Dusit Medical Services and Mahidol University to improve health in both countries through shared knowledge and skills, and the creation of centers of excellence focused on key challenges. The effort will engage faculty, health professionals and students from OHSU's schools of medicine, nursing, pharmacy, dentistry and public health.

The OHSU Campus in Bangkok will initially focus in occupational health; however, the long term goal of the campus is to create a central hub where many disciplines collaborate and where OHSU researchers and practitioners work out of Bangkok Hospital together with Siriraj Medical School in Thailand. The campus is also currently exploring relationships with regional NGOs, USAID, medical schools, private hospitals and industry to have a diversified portfolio of collaborations to support numerous areas of service at OHSU.

## Leadership

**President:** Joseph E. Robertson, M.D., M.B.A. has been president of Oregon Health & Science University since September 2006, the culmination of a 30-plus-year career at OHSU. As President, one of Dr. Robertson's first actions was to lead the process for OHSU's strategic plan, Vision 2020. The plan has put OHSU at the leading edge of academic health centers nationally in terms of readiness for health care reform and a changing economic landscape.

Vision 2020 asserts "OHSU will partner to make Oregon a national leader in health and science innovation for the purpose of improving the health and well-being of all Oregonians." The emphasis on partnership to leverage scarce resources and promote excellence has led to a number of achievements, including: the establishment of a strategic alliance with Portland State University; construction of the Collaborative Life Sciences Building, the first building on OHSU's Schnitzer Campus, in conjunction with PSU, Oregon State University and the Oregon University System; a partnership with Intel Corporation to develop next-generation computing technologies that advance the field of personalized medicine; and a partnership with FEI, the Beaverton-based scientific instruments leader, to create a Living Laboratory for Cell Biology.

Philanthropy has become increasingly important to OHSU, and Dr. Robertson's tenure as president has seen some of the biggest gifts in OHSU history, including: the \$40 million anonymous gift to improve medical education; the \$100 million gift from Phil and Penny Knight to bolster cancer research and treatment; the \$25 million gift from Bob and Charlene Moore to improve nutrition; a subsequent \$125 million gift from the Knights to advance translational cardiovascular research at OHSU; and the \$10 million gift from Gene and Bonnie Skourtes – as well as gifts from ODS, A-dec, Inc., and additional donors from across the region – that made it possible to fulfill a longstanding commitment for a new facility for the OHSU School of Dentistry. On June 25<sup>th</sup>, 2015, OHSU announced that it had reached the \$500 million fundraising goal that triggered another \$500 million from Nike co-founder Phil Knight and his wife, Penny. With \$1 billion in new funding, the OHSU Knight Cancer Institute will begin fast-track recruitment of 250 to 300 scientists and physician investigators, all focused on one thing: early detection of lethal cancers. During his time as President, Dr. Robertson has also reasserted OHSU's statewide role, serving a 96,000 square mile campus.

Before becoming OHSU's president, Dr. Robertson served as dean of the OHSU School of Medicine, where he worked on workforce issues and efforts to address the geographic maldistribution of providers. Prior to being named dean, he was professor and chairman of ophthalmology at OHSU and director of the Casey Eye Institute.

**Provost:** Jeanette Mladenovic, M.D., M.B.A., M.A.C.P. currently serves as Executive Vice President and Provost at Oregon Health and Science University. In this position she serves as the chief academic officer and chief operating officer for the University, overseeing research, schools and institutes. She has 27 years of experience in academic administration. Prior to joining OHSU in 2011, she was Senior Dean at the University of Miami, where part of her role included developing a new medical school campus.

**Governance:** In 1995 OHSU became an independent public corporation and its governance became vested in the OHSU Board of Directors. Despite the restructuring, several important ties to the state remain. The OHSU Board (ten members including one student member) is appointed by the Governor and confirmed by the Oregon State Senate. All major academic policies and program changes at OHSU are coordinated with

Oregon's other public universities in order to prevent inadvertent duplication of programs and to ensure the continuity of existing integrated programs. Although OHSU is a governmental entity, it is not considered a unit of local or municipal government or a state agency for purposes of state statutes or constitutional provisions. For bond issuance purposes, however, OHSU is treated as a political subdivision of the state.

## **Campus**

OHSU's Marquam Hill Campus sits on 116 acres overlooking downtown Portland. The University occupies 35 major buildings on the hill, and dozens of offices, clinics, education and research facilities throughout the state. The University's 166 acre West Campus in Hillsboro includes the Oregon National Primate Research Center and the Vaccine and Gene Therapy Institute.

In 2002 OHSU, in collaboration with several other entities, purchased approximately eight acres along the Willamette River in Portland to support additional growth. The Center for Health and Healing opened in November 2006 on the South Waterfront Campus to house physician practices, outpatient surgery, a wellness center, research labs, and educational space served by a streetcar and an aerial tram to the top of Marquam Hill. In 2005-2006 OHSU also opened the 300,000 square feet Kohler Pavilion, which is a new addition to the existing hospital, and a new 300,000 square feet Biomedical Research Building.

In 2004 a 20 acre parcel of riverside property was donated to OHSU to allow the University to build an interprofessional educational campus just north of the South Waterfront Campus. In July 2014 the \$295m, 650,000 sq. ft., Collaborative Life Sciences Building (CLSB) opened; an exciting interprofessional space which will house faculty, staff and students from OHSU, Oregon State University and Portland State University. Planning is currently underway for a \$160m, 230,000 sq. ft., Knight Cancer Research Building, which is scheduled to open July 2018.

## **Portland State University**

Over the last 66 years Portland State University has developed from a temporary extension center to its position today as a nationally recognized urban research university, the largest and most diverse in the Oregon state system. The institution was first established as the Vanport Extension Center in June, 1946 to satisfy the demand for higher education in Portland for returning World War II veterans. Classes were held in the vacated-for-summer Vanport Junior High School. That first summer session had 221 students. Over 1,410 students registered for the 1946 fall term.

Following the Vanport Flood of 1948, the college became known as "the college that wouldn't die" for refusing to close after the flood. The term was coined by Lois Hennessey, a student who wrote about the college and the flood in the Christian Science Monitor. The school occupied Grant High School in the summer of 1948, then moved to hastily-converted buildings at the Oregon Shipyard, known as the Oregon Ship. In 1953, the school moved to downtown Portland and occupied the vacated buildings of Lincoln High School on SW Broadway Street, including the "scabby" Lincoln Hall, then known as "Old Main." The school in 1955 changed its name to Portland State College to mark its maturation into a four-year degree-granting institution.

Portland State University continued to grow with graduate programs added in 1961 and doctoral programs in 1968 – although the School of Business does not offer any doctoral programs. The institution was granted university status by the Oregon State System of Higher Education in 1969, becoming Portland State University (PSU).

In recent years, Portland State University programs have attracted national attention. When PSU replaced its traditional undergraduate general education distribution system and adopted a new interdisciplinary program, University Studies in 1994, it received national press and institutions all over the country visited the PSU campus. For the ninth consecutive year, U.S. News & World Report has recognized University Studies and on multiple occasions has listed it as a "Program to Look For."

Student diversity and engagement with diverse communities was increased with the expansion in the last ten years of the Black Studies program, the development of the Chicano-Latino Studies and Native American Studies programs, and the opening of the Native American Student and Community Center.

Portland State University programs continue to garner national recognition and rankings. The university has been ranked for a third year in a row as an "Up and Coming Schools – National Universities" (US News and World Report 2015) and in 2015 named one of the top ten innovative universities in the country (US News and World Report 2015). The university is ranked among the "Best in the West" and as a "College with a Conscience" by the Princeton Review. The Master of Business Administration is ranked #14 in the world by Beyond Grey Pinstripes (2011-12). The School of Social Work, ranked #33 of national schools (US News and World Report, 2012), is part of an array of Portland State University programs that continues to be nationally recognized.

A seminal moment in the institution occurred in September, 2008, when the James F. and Marion L. Miller Foundation awarded Portland State University a ten-year \$25 million challenge grant to enhance and expand its sustainability efforts. Both the \$25 million Miller grant and the funds raised to match it are being used exclusively for the advancement of sustainability in program offerings, including research and engagement with community partners. In 2015 the university was awarded a \$24M grant from NIH to prepare underrepresented undergraduate students for employment and graduate studies in health fields.

## **PSU Today**

Portland State University has 28,076 students – approximately 22,495 undergraduates and 5,581 graduate students. Some 62 percent of the students are full time, approximately 78 percent are residents of Oregon, and 70 percent are transfer students.

While the university's primary market continues to be part-time graduate and undergraduate students, the growing domestic and international reputation of PSU and Portland is attracting an increasing number of traditional, out-of-state freshmen, causing a decrease in the average age of the study body. The majority of undergraduate students transfer to PSU primarily from community colleges and to a lesser extent from other universities. The vast majority of PSU's 150,000+ alumni reside in the greater Portland metropolitan area.

In recent years, Portland State has increasingly added more doctoral programs as it has grown from its original mission as a liberal arts undergraduate college into a comprehensive research university. Recently added doctoral programs include community health, health systems policy, mathematics, biology, chemistry, computer science, applied psychology, engineering and technology management, mechanical engineering and sociology. It is also building its research capability in targeted areas, notably one of which is the social determinants of health.

Portland State University offers 211 degree programs as follows: 88 bachelor programs, 88 master and 37 doctoral programs. For the 2014-2015 academic year, PSU awarded a total of 5,871 degrees, including 4,116 bachelors' degrees, 1,678 masters' degrees and 77 doctoral degrees. The university has approximately 6,800 employees, including 1,741 research and instructional faculty, 1,472 academic professionals, managers, and staff and 92 administrators. The faculty and staff are represented by three collective bargaining units. Collective bargaining plays a strong role in the university's governance.

PSU's research funding has grown steadily from about \$5 million in 1990 to more than \$62.5 million in 2015. In addition, Portland State's Business Accelerator has fostered the growth of 38 businesses, 35 percent of which work directly with PSU's faculty experts. Research synergies in areas such as instrumentation, computer science, transportation, and sustainability support private-sector innovation and improve the quality of life of all Oregonians while helping attract members of the "creative class" to Portland

## **Mission Statement**

- We serve and sustain a vibrant urban region through our creativity, collective knowledge and expertise.
- We are dedicated to collaborative learning, innovative research, sustainability, and community engagement.
- We educate a diverse community of lifelong learners.
- Our research and teaching have global impact.

## **Diversity, Inclusion and Globalization**

Since its founding, Portland State has embraced a mission of access to higher education for students across the state. Throughout its growth and development, PSU has remained committed to providing access and opportunity to students from regional, national, and international communities in their pursuit of lifelong learning and diverse educational goals. To this end, PSU has utilized an equity lens in its strategic plan and values diversity and fosters a climate of mutual respect and inclusiveness that celebrates the diversity of its students and supports different points of view and the open exchange of ideas. The university is also committed to building the diversity of its faculty and staff to enrich the educational experience of students both inside and outside the classroom and give them the skills they need to flourish and succeed in a diverse global society.

Since 2000, internationalization has been a central theme of Portland State, and the university has demonstrated an ongoing commitment to globalization as part of its mission. PSU's future is guided by the belief that its students will be leaders in an emerging global community. To help achieve this, it strives to

weave global thinking seamlessly into everything that it does. Today, PSU has grown to become a university of distinction that attracts students and faculty from around the world. It has experienced more than a 50 per cent increase in its international enrollment with international students coming from over 97 countries. Additionally, the university hosts approximately 200 international visiting researchers and scholars who contribute their knowledge and expertise to the PSU community. The university also sponsors more than 140 study abroad programs in over 38 countries and the number of students now studying abroad has increased 58 percent since 1999.

Furthermore, to demonstrate its recruitment savvy, Portland State University launched what is known as the Fearless Campaign (<http://www.pdx.edu/fearless/>). This initiative is aimed at communicating the hopes and dreams of the campus through a culture of innovation and entrepreneurship, and to further underscore its potential of making bold ideas become reality.

## **Leadership**

**The President:** Wim Wiewel, Ph.D. assumed the presidency of Portland State University in August 2008. Under his leadership, the University has developed five guiding themes: provide civic leadership through partnerships, improve student success, achieve global excellence, enhance educational opportunity, and expand resources and improve effectiveness. The university was singled out in the U.S. News and World Report's 2010 edition of America's Best Colleges for its commitment to engaged learning through its community partnerships and programs.

Prior to coming to Portland State, Wiewel was the provost and senior vice president of academic affairs at the University of Baltimore. He holds degrees in sociology and urban planning from the University of Amsterdam in the Netherlands, and a Ph.D. in sociology from Northwestern University.

**Provost:** Sona Karentz Andrews, Ph.D. is currently the Provost and Vice President for Academic Affairs at Portland State University. In that role she is the chief academic officer of the University. Working with deans and other administrators, the Provost collaborates with the campus and external communities to achieve the academic mission and vision of the University. Dr. Andrews completed her undergraduate degree in Geography from Worcester State College in Massachusetts and her Master's and Ph.D. in Geography from Arizona State University. She has held faculty positions at the University of Minnesota-Twin Cities, University of Wisconsin-Milwaukee, Boise State University, and now at Portland State University. She has held leadership positions in the Provost Office at the University of Wisconsin-Milwaukee; was an American Council on Education Fellow; served as Provost and Vice President for Academic Affairs at Boise State University; and was the Vice Chancellor for Academic Strategies for the Oregon University System.

**Governance:** In 2014 Portland State became an independent public body governed by a 15 member Board of Trustees appointed by the Governor with the approval of the Oregon Legislature. The state appropriation and all major academic policies and program changes at Portland State are coordinated through Oregon's Higher Education Coordinating Commission in order to prevent inadvertent duplication of programs and to ensure the continuity of existing integrated programs.

## Campus Development and Community Partnerships

Portland State has a long history of collaboration with public and private sector partners to make the metro region's economy stronger and more resilient. PSU remains committed to the further and ongoing evolution of a dynamic, energetic, and inviting University District. To this end, it has partnered with the City and private interests to develop a 50-block, mixed-use campus that strengthens the fabric of surrounding neighborhoods. It also invests in infrastructure improvements — such as the streetcar and light rail systems — that enhance the quality of the urban experience.

The PSU campus consists of 49 acres and 50 buildings, including 11 residential student housing properties. Since 2000, Portland State has added more than 1 million square feet of new space through real estate acquisitions and has plans for new capital investments. The university's special emphasis on the values and practices of community engagement reinforces the potential for successful economic development partnerships and makes PSU a catalytic institution with a sphere of influence that expands well beyond its contributions to a vibrant and active downtown.

## Portland

Big city excitement and small town charm make Portland, known as "the City of Roses", one of the favorite cities on the West Coast. Situated approximately 70 miles from the Pacific Ocean where the Columbia and Willamette Rivers meet, Portland enjoys a magnificent setting, combining sparkling waterways with lush greenery rarely found in urban settings. Portland is home to approximately 610,000 residents and the population of the surrounding metropolitan area is approximately 2.35 million. Portland is widely recognized in national surveys and rankings as one of America's most livable cities.

Portland's historic old town, many galleries and museums, Saturday Market, Waterfront Park and an abundance of fine restaurants keep residents and visitors busy and satisfied. The performing arts in the area offer classical music, jazz and blues as well as theater and dance. Portland is just a short distance from the spectacular Columbia Gorge and Multnomah Falls, windsurfing at Hood River, touring valley wineries, skiing at Mr. Hood, and the drama of the Oregon coast.

Portland is known for its extensive park system of more than 200 parks. These encompass such areas as the elm shaded South Park Blocks in the downtown area and Washington Park, home of the Rose Gardens and the Japanese Gardens. Portland's Forest Park, at nearly 5000 acres, is the largest park within a city in the U.S. and has nearly 50 miles of walking trails.

Portland's award winning mass transit system is one of the most extensive and advanced in the U.S. and includes buses and the MAX, an urban light rail line, as well as a downtown transit mall.



## To Apply

While applications and nominations will be accepted until the position is filled, interested parties are encouraged to apply by April 25, 2016. To apply online, go to <http://higherdecisions.com/> and select this vacancy. Please submit a PDF version of your curriculum vitae and letter of interest upon application. Your letter should address your motivation for considering the position as well as your ability to lead collaboratively (you will be blending professional cultures from two universities) and enhance advancement (fundraising). All applications and nominations will be held in confidence.

### For nominations or further information:

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