



UNIVERSITY OF OREGON

POSITION DESCRIPTION AND IDEAL CANDIDATE PROFILE

**for the position of
President**

OVERVIEW

The University of Oregon invites nominations and applications for the position of president. The UO seeks an inspirational, passionate, innovative leader and a strategic thinker with stature, distinction, and an exemplary record of leadership—a president who relentlessly pursues and promotes academic excellence, and has a demonstrated and well-articulated passion for public higher education.

The University, located in Eugene, Oregon, is one of the nation’s premier public research universities. It is designated a Carnegie Doctoral/Research Extensive University, and is one of 62 members of the prestigious Association of American Universities (AAU)—one of only two AAU universities in the greater Northwest. Although similar to its fellow AAU members in the quality of its research and teaching, the UO’s character is distinctive:

- a smaller research university providing a more intimate educational experience;
- a research profile that has always been highly multidisciplinary;
- a strong international focus and founding member of the Association of Pacific Rim Universities;
- a commitment to sustainability that infuses its academic programs and its campus operations, design and architecture; and
- an ethos of public service that is part of the educational experience and consistently demonstrated by alumni well beyond graduation.

The fundamental health of the enterprise is sound, and its national brand has never been stronger: record demand in enrollment and applications; well-recognized faculty achievement; in the top twenty in the nation for licensing income per research dollar; improving academic quality and diversity of incoming students; and fundraising at its highest levels despite the economy.

The questions and challenges facing the next president are similar to those facing other public flagship institutions across the nation. How does the UO continue to fulfill its public mission with low levels of state support? How does it preserve and enhance quality while at the same time maintaining affordability? And some questions and challenges are important for the UO to address in the context of its place as a nationally-recognized research university. How does it address disparities between the UO and its AAU peers in faculty salaries, ratio of tenure- to non-tenure related faculty, student/faculty ratio, and other areas critical to continued excellence and academic competitiveness?

The UO decided to take these questions and its future into its own hands. The University led a statewide effort to allow Oregon’s public universities to gain independent governance outside of the statewide Oregon University System. This successful legislative effort led to sweeping changes in state law that allow the UO (and the other six state universities) to self-govern. The Board of Trustees of the University (the “Board”), a new institutional governing board, took effect on July 1, 2014.

In addition to these governance changes, the UO has embarked on a unique, in-depth strategic planning process. This effort is helping to galvanize constituencies and focus administrators, faculty and staff on core priorities.

Governance changes, strategic planning, a focus on clusters of excellence, and the launch of a two billion dollar capital campaign—these are extraordinary elements of the next president’s portfolio.

This is a rare opportunity to lead an institution poised for change, and to help shape the future of public higher education across Oregon.

THE POSITION

The president is the UO’s chief executive officer, and the University’s chief academic officer, administrator, spokesperson, fundraiser, and advocate. The president of the UO is expected to be a leader within the community, and across the state, working cooperatively and collaboratively to achieve the broad objectives of public higher education. The president reports to the Board of Trustees of the University of Oregon. Together with the Board, he or she will provide vision and strategic leadership to the University.

Specifically, the president will cultivate and nurture an environment that attracts and supports the highest quality, highest performing, and most diverse faculty, staff and students, and an environment that fosters safety, respect, communication, transparency, equity and inclusion, as well as innovation, efficiency, professionalism, and teamwork across the institution.

He or she will provide clear, strong leadership to vice presidents and direct reports. The president will make and support prudent financial and managerial decisions to ensure the fiscal strength of the institution, as well as actively participate in securing private philanthropic support and partnerships. The president will maintain institutional oversight of the UO’s Division I NCAA intercollegiate athletics program.

The president will promote and represent the institution to all internal and external audiences; including elected and governmental officials; professional and educational associations; state, federal and international agencies, and the public at large. He or she will actively participate in community affairs in Eugene/Springfield and Portland, and will build strong relationships with communities across the state. The president will work collaboratively with the Board of Trustees, other university presidents, elected and appointed officials, education leaders and business leaders to advance shared goals for public education.

KEY CHARACTERISTICS AND SELECTION CRITERIA

In its 18th president, the UO seeks an innovative leader and strategic thinker with the stature, charisma and distinction to lead one of the nation’s major public research universities. He or she

will be an individual of creative vision, focused energy, and unquestioned integrity, with a passion for educating students and for serving a public mission of teaching, research and service.

The ideal candidate will have a clear vision of the future of higher education and the imagination to seize the possibilities that lie before the University and shape them to create an institution of world-class distinction to benefit Oregon, the nation, and the world.

The president will possess outstanding interpersonal, relational, and communications skills. He or she will be adept at fostering collaboration, and building partnerships that can accomplish the University's objectives. The president will have a clear understanding and appreciation of shared governance as a fundamental part of the culture of the University. The president will be a champion of diversity, will demonstrate cultural flexibility and embrace the many communities that comprise the University.

He or she must be agile in navigating the University's political landscape, must be bold in his or her approach to leadership, must be able to understand the unique qualities of a research university, and must be adept at managing – and attracting – financial resources needed to support the University's strategic direction and ambitious goals.

The president will embrace the mission of a dynamic public research university that is committed to raising the aspirations of all Oregonians while recognizing the increasing role the private sector can play in fulfilling the University's aspirations. He or she must be a collaborative leader with the demonstrated ability to work effectively with faculty and leaders of other universities. The president will be an experienced leader who balances priorities, inspires others, and leads with courage.

The president will possess experiences and a record of achievement that merit a tenured appointment as a senior faculty member.

The following leadership characteristics are essential for the UO's president:

- A passion for public higher education.
- A demonstrated record of substantive leadership and accomplishment within higher education, government, research, philanthropic, business or service environments with multilayered constituencies.
- An exemplary record of scholarly, professional, and/or individual achievement.
- An understanding and appreciation for the research culture of an AAU institution, the importance of graduate education, and the importance of working at the frontiers of knowledge creation and dissemination.
- An understanding of the critical academic and business issues facing the University and higher education more broadly, as well as the ability to develop and implement successful strategies to address these issues.

- The ability and agility to navigate political landscapes, and an understanding of how to operate effectively and efficiently within a culture that values collaboration, teamwork, equity, clarity of decision-making, independent thinking, and egalitarian ideals.
- Demonstrated success in attracting financial resources—public and private—to support the University’s strategic direction and ambitious goals in an era of declining public support; and a proven record of forming productive relationships with donors, alumni, and other external constituents.
- A collegial leadership style marked by a commitment to upholding academic values and principles of shared governance, a collaborative approach to problem-solving, and a highly communicative and respectful relationship with faculty, students, administrative staff, classified employees, alumni, and other stakeholders.
- A commitment to recruit, develop and retain faculty, staff, and administrators who are committed to excellence.
- A commitment to promoting and achieving a broad diversity of thought, background, ethnicity, and perspective in order to build a welcoming campus climate that is supportive of culturally diverse communities.
- A collaborative and collegial perspective that engages with other Oregon universities and their leadership to further the collective success of the state’s higher education institutions.
- Demonstrated experience in organizing and managing the human, financial, and capital resources of a comprehensive research university—or similarly complex organization—and in empowering and coordinating a skilled executive team.
- A significant level of financial and operational acumen, good judgment, the ability to make a compelling case for investments, and a willingness to set strategic priorities and make difficult decisions.
- An awareness and perspective of global issues that can help strengthen academic opportunities at the University as well as the University’s relationships throughout the world.
- Experience with and an understanding of organizational management issues relating to organized labor.
- A perspective that understands the importance of community-based relationships that are strategic, constructive, collaborative and positive; and an ability to use that perspective to bolster relationships in the Eugene/Springfield area, Portland, Bend, Salem and throughout the state.
- An understanding of the complexities of overseeing an intercollegiate athletic program within a major research university.

Desired Personal Qualities

- A visibly involved and inspirational leader with strong interpersonal and persuasive communication skills.

- A fair, firm, and compassionate leader with a reputation for transparency, integrity and high ethical standards who will vigorously promote excellence within the institution.
- Someone who will demonstrate qualities of imagination, passion, courage, resourcefulness and tenacious optimism while also having tolerance for ambiguity in a time of change.
- Sophisticated communications skills, including excellent listening skills, the capacity to understand nuance, and the ability to talk with and inspire a broad range of constituencies.
- A willingness to embrace forward-thinking technology, new delivery models for services and programs, and new means to communicate in innovative ways.
- A commitment to developing the physical design of the University as an aesthetically rich environment in which to carry out one's work and scholarly pursuits.
- Energy, sincerity, an entrepreneurial spirit, a "can-do" and enabling attitude, combined with the ability to deal constructively with conflict and criticism, and to relish successes while being able to admit and learn from mistakes.
- Must demonstrate a lack of pretension, a good sense of humor, and a passion for conveying that this is a great moment for the University of Oregon and its future.

BACKGROUND

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MISSION STATEMENT

Approved by the Board of Trustees on November 5, 2014.

Mission Statement

The University of Oregon is a comprehensive public research university committed to exceptional teaching, discovery, and service. We work at a human scale to generate big ideas. As a community of scholars, we help individuals question critically, think logically, reason effectively, communicate clearly, act creatively, and live ethically.

Purpose

We strive for excellence in teaching, research, artistic expression, and the generation, dissemination, preservation, and application of knowledge. We are devoted to educating the whole person, and to fostering the next generation of transformational leaders and informed participants in the global community. Through these pursuits, we enhance the social, cultural, physical, and economic wellbeing of our students, Oregon, the nation, and the world.

Vision

We aspire to be a preeminent and innovative public research university encompassing the humanities and arts, the natural and social sciences, and the professions. We seek to enrich the human condition through collaboration, teaching, mentoring, scholarship, experiential learning, creative inquiry, scientific discovery, outreach, and public service.

Values

We value the passions, aspirations, individuality, and success of the students, faculty, and staff who work and learn here. We value academic freedom, creative expression, and intellectual discourse. We value our diversity and seek to foster equity and inclusion in a welcoming, safe, and respectful community. We value the unique geography, history and culture of Oregon that shapes our identity and spirit. We value our shared charge to steward resources sustainably and responsibly.

ACADEMIC PROGRAMS

The University of Oregon's academic programs are organized into nine degree-granting schools and colleges: the College of Arts and Sciences, the College of Education, the Graduate School, the Lundquist College of Business, the Robert D. Clark Honors College, the School of Architecture and Allied Arts, the School of Law, the School of Journalism and Communication, and the School of Music and Dance.

These units offer 272 academic programs, and grant almost 6,000 degrees per year in a wide range of fields. The UO has particular strength in the natural and physical sciences, psychology and neuroscience, environment and sustainability, education, sustainable design, journalism, entrepreneurship and sports business, environmental law, fine and creative arts, music, and interdisciplinary programs such as environmental studies and alternative dispute resolution. The Robert D. Clark Honors College is the oldest four-year public honors college in the country and is ranked in the nation's top 10 such programs. The nation's first Molecular Biology Institute was founded at the UO in 1959 and continues to engage in world class research.

The University's academic programs are grounded in a liberal arts education within a comprehensive research university. It promotes the attainment of AAU excellence on a human scale, which includes the cultivation of intellectual virtues and communities. Many of the University's graduate programs are ranked in the top 20 percent in the nation. The University aims to enroll, engage, and retain a diverse community of students and faculty to ensure excellence in the education it provides.

Under the provost's leadership, the UO community recently rewrote its mission statement to reflect our current purpose, vision, and values. The mission statement affirms the University's commitment to a core of liberal education, to academic programs maintained on a human scale, to a curriculum shaped by respectful stewardship of human and natural resources, to engagement with the community, and to a spirit of resourceful creativity. As part of this process, the provost's office considered input from all of the University's constituencies, including students, staff, faculty and the new Board. Other defining documents, including strategic planning and a revised academic plan, are now, or will soon be, in development.

As a member of the prestigious Association of Research Libraries, the University of Oregon Libraries consist of a main library facility, five campus branches, and two off-campus branches. The libraries are active and visible educational partners, collaborating with faculty to develop the UO students for 21st century citizenship. The libraries provide access to academic technologies and scholarly resources in support of teaching, learning, and research throughout the campus community.

RESEARCH AND INNOVATION

Research, innovation, and graduate education are at the heart of what makes the UO a nationally prominent flagship university. The quality of faculty and graduate students is reflected by externally sponsored dollars for research, outreach and public service; the number of prestigious awards and honors; the high national ranking of graduate programs in sports marketing, psychology, biology, geography, special education, law and sustainable design; and the high proportion of licensing income per research dollar.

The University has a long tradition of multidisciplinary research, with a center and institute structure that promotes the collaborative and innovative environment needed to compete successfully. The University generated more than \$110 million in sponsored research awards last year (FY14)—research activity that has doubled since 2000 without the benefits of schools of medicine, engineering or agriculture. Major federal funding sources to the UO include the Department of Education, National Institutes of Health, the National Science Foundation, and the Department of Energy. The University receives international recognition for its research excellence in the areas of green chemistry, materials science, neuroscience, environmental science, molecular biology/genomics, energy sciences and technologies, sustainability, education and assessment/testing.

The UO, through its faculty and staff, has a long history of moving its discoveries and innovations to the market. Spinout companies are employing Oregonians across the state. In 2013, 22 UO-related spinout startups generated over \$27 million in company revenue and employed 275 Oregonians.

FACULTY

The UO employs 719 tenure-related and 1207 non-tenure-track faculty. There are more than 150 endowed faculty positions, including deans, nearly 40 chairs, and more than 100 professorships. The UO's faculty, including officers of instruction, officers of research, post-doctoral fellows, and librarians, are represented by United Academics, AAUP/AFT, Local 3209, AFL-CIO.

UO faculty members are deeply invested in teaching, creative practice, and research and in opportunities linking curriculum and scholarship, and share a commitment to the success of students. The size of the UO enables faculty and students to engage in teaching, research, and mentorship in ways not always possible at larger institutions. In short, the UO is a major research university that preserves a human scale.

Many faculty members are nationally and internationally prominent and respected. Faculty members have received many prestigious awards, including Guggenheim, MacArthur, Pulitzer, Fulbright, and American Academy of Arts and Sciences Fellowships. The faculty also includes National Academy of Sciences members, National Science Foundation (NSF) Career Awardees, and a National Medal of Science winner. Numerous faculty members have served or are currently serving as national leaders of their respective academic societies.

Faculty at the UO are extremely productive in their research. They demonstrate extensive impact within their disciplines and commonly extend that impact to larger multidisciplinary settings or public implementation. The UO's faculty are responsible for significant technology transfer agreements, intellectual property agreements, and startup activity. Their research and professional practices also commonly address larger issues of public and social interest (such as the Sustainable Cities Initiative).

STUDENTS

The University currently has nearly 24,500 students enrolled. The student body is composed of students from all 50 states, the District of Columbia, two U.S. territories, and nearly 100 countries. More than 43% of the student body comes from outside the state, and about 8% of the student body is international. About 22% are ethnic minorities – the majority of these are Hispanic, Latino, Asian, or Pacific Islander. In the fall of 2014 the mean incoming freshman GPA was 3.58. The majority of UO undergraduate students graduate in a little over four years, and more than 90% of UO graduates are employed or continuing their education within six months after graduation. UO students have an 87% retention rate from first to second year. Approximately 87% of first-year students live on campus, and about 10% of the student body is active in fraternity or sorority life.

Graduate education is an important component of the University's academic program. There are approximately 3,500 graduate students enrolled at the UO, including students from the College of Arts and Sciences and six professional schools. Almost 80% of full time doctoral students and 30% of full time master's degree students receive funding as graduate assistants for instructional, research or administrative work. Graduate assistants, including graduate teaching fellows and graduate research fellows, are represented by the Graduate Teaching Fellows Federation Local 3544, American Federation of Teachers.

Both graduate and undergraduate students participate in a wide range of research activities on campus. UO students are increasingly recognized for their achievement of distinguished awards and scholarships. Sixty-seven UO students have won nationally competitive distinguished scholarships in the last three years alone, including three Marshall Scholars, a Mitchell Scholar, and numerous Fulbright, Gilman, Goldwater, Boren and Hollings Scholarships; and dozens of graduate students have been funded by NSF fellowships or other fellowships.

University of Oregon students have a history of activism, engagement and volunteerism on and off campus. The UO is routinely among the top per capita recruiting schools for the Peace Corps, and UO students have been named the most active in the country by *Mother Jones* magazine. Students play a critical role in shared governance at the UO, serving as voting members of the University Senate and on most University committees.

The recognized student government is the Associated Students of the University of Oregon (ASUO). It is considered one of the most active and autonomous student associations in the country. The ASUO is responsible for an annual budget of approximately \$15 million in student incidental fees, allocated entirely by students. The ASUO recognizes more than 200 student-run organizations, which provide programming, services, and advocacy on a wide range of issues. The ASUO is a member of the Oregon Student Association (OSA) and the United States Student Association (USSA).

STAFF

The UO has approximately 3,000 dedicated, hard-working staff statewide comprised of officers of administration and classified staff. Officers of administration are unclassified (i.e., not part of a classification scheme and not represented by a union) administrative personnel serving as

supervisors, managers, administrators, confidential workers, advisors, and professional academic support staff. There are some 1,600 classified staff employees represented by the Service Employees International Union (SEIU) Local 085, who work under a collective bargaining agreement. Classified employees are often on the front lines providing direct services to students and the University community in a wide variety of areas such as office services, facilities and grounds maintenance, food service, information technology, academic program support, custodial services, and health care. The Teamsters Local 206 represents employees in the UO's printing and mailing services. The UO also maintains its own sworn police officer unit, which is represented by SEIU Local 085.

SHARED GOVERNANCE

The UO operates under a model of shared governance that was first articulated by the University Charter of 1876: "The president and professors constitute the faculty of the University, and, as such, shall have the immediate government and discipline of it and the students therein." This model evolved over the next 136 years and was updated as recently as December 2011 in a new constitution.

Today, overall governance of the University is the purview of the Board of Trustees, which holds final decision-making authority on all matters. The Board of Trustees has delegated management of University business, where appropriate, to the University president. As a result, the president generally holds final decision-making authority on all matters subject to shared governance. The UO Senate and its committees advise the president on policy and matters related to the institution's academic mission, including course of study, curriculum, and academic and research standards. The UO Senate, or faculty by petition, may take academic matters of crucial importance directly to the entire statutory faculty for a vote, the result of which is taken into consideration by the president. The president presides over the statutory faculty.

The UO has a strong system of shared governance, which promotes consultation, collaboration, and transparency among the administration, faculty, students, and staff. All campus stakeholders have a responsibility to protect the academic integrity of the institution, ensuring a professional and respectful workplace and sound stewardship of the state's flagship public university.

EQUITY, INCLUSION AND DIVERSITY

Equity, inclusion and diversity are essential drivers of excellence at the University. They enrich the depth and quality of university life, and they further enhance the University's scholarship, teaching and service for professions and communities. At the UO, the vision is for equity, inclusion and diversity to be commonplace in all aspects of campus life. The University continually monitors, evaluates and benchmarks these aspects of campus life to ensure accountability.

Statewide demographics are changing quickly; particularly, there is a growing Latino/a population, which means a significant increase in Latino/a students seeking access and achievement in higher education. This demographic trend enhances an existing but small population of Native American, Asian, Black and mixed race students along with growing faith-based, LGBTQA, disabled, and international communities. The UO is working to foster and collaborate with other communities across the state through myriad partnerships across higher education, K-12, nonprofit and

government entities. Beyond state and national interests, as we seek to prepare students to live in a diverse and interdependent world, the University offers opportunities for a global and multidisciplinary approach to learning within our schools and colleges.

The UO strives to recruit and retain qualified students, staff and faculty from diverse backgrounds to enrich the learning and teaching environment, scholarship and research, and the campus climate. The UO values a diverse community perspective and acknowledges its shared responsibilities to the public. This partnership informs the University's decisions, actions and the way in which it engages in the community.

FINANCES

The University of Oregon has total projected FY 2015 revenues of \$961 million. Approximately \$57 million comes from state appropriations accounting for 6% of the UO's operating budget. Tuition and fees account for 45% of annual revenues, and gifts, grants, and contracts account for about 18%.

The state has steadily reduced its relative support for higher education over the last three decades. The UO has become increasingly self-sustaining and self-reliant through effective management of tuition and fee revenues, increased revenue from sponsored research and commercialization, and increased philanthropic support. Non-resident tuition, priced at market rates, has become a critical funding source that requires maintaining an excellent quality of programs to be competitive.

Record enrollment growth, particularly over the last eight years, necessitates additional investment in faculty, support services and infrastructure. The recent governance changes, which were implemented on July 1, 2014, provide the University with significant increased flexibility to manage resources.

DEVELOPMENT AND FUNDRAISING

Despite the state and national economy, the UO continues to receive consistent and generous support from thousands of alumni, friends, foundations, and corporations. It has also benefited from the strong support of several key donors who have contributed generously to academic and athletic programs. Total fundraising for FY 2014 was \$115 million, the seventh consecutive year over \$100 million.

In October 2014, the University publicly announced its current capital campaign with an unprecedented goal of \$2 billion, the largest such campaign in the state's history. This campaign is in its fifth year and over \$700 million has been committed to the effort through 2014 – the UO is well on its way to achieving its goal. Rooted in the core elements of "Access, Excellence and Experience," the campaign seeks to provide the necessary philanthropic support to enhance its standing as a premier public research residential campus and a member of the AAU.

THE UNIVERSITY OF OREGON FOUNDATION

The University of Oregon Foundation is an independent, non-profit organization that exists to serve the University. As a private entity, the Foundation is responsible for providing stable financial support for the University by receiving, managing and distributing private gifts given to benefit the University. The Foundation manages nearly \$1 billion in assets, including a \$650 million endowment. It has consistently achieved top-quarter endowment performance rankings among its peers. The Foundation is governed by a volunteer board of trustees, composed primarily of UO alumni, many of whom are significant donors. Foundation trustees provide fiduciary oversight and ensure that the Foundation's business practices protect donor intent to benefit the University.

ALUMNI

The University of Oregon enjoys a passionate and loyal alumni base. Alumni are important assets to the UO, especially now that the University has embarked on an ambitious capital campaign. UO alumni fully appreciate the education they received and are invested in creating a better institution for the future with the hope that they will increase the value of their degrees.

Alumni advocacy and engagement is led by the University of Oregon Alumni Association (UOAA), which was founded in 1879 by the institution's first five graduates. Today the UOAA supports more than 200,000 active alumni around the globe with more than 90,000 alumni in Oregon alone. UOAA members volunteer thousands of hours on campus, help recruit students, provide hundreds of scholarships annually, develop programming to endear more alumni to the UO, and help the UO achieve ambitious fundraising goals. Alumni of the University of Oregon are critical stakeholders in the future success of the institution.

A few of the UO's notable alumni include newswoman Ann Curry, Nike co-founders Bill Bowerman and Phil Knight, author Ken Kesey, Heisman Trophy winner Marcus Mariota, legendary distance runner Steve Prefontaine, advertising magnate Dan Wieden, and U.S. Senator Ron Wyden. Five alumni are currently serving in the U.S. House of Representatives, and a number of the UO's talented student-athletes have become Olympic champions and professional athletes.

GOVERNANCE AND CHANGE

For decades, the UO was part of the Oregon University System, a statewide system of seven unique institutions of public higher education. The University of Oregon sought to be more nimble and innovative, and wanted to self-governed by a board of trustees dedicated to the mission of the UO with an eye toward its pursuit of excellence and access.

In 2013, the Oregon Legislature passed Senate Bill 270, which made sweeping changes to the system of higher education in Oregon. That bill separated the UO from the System, creating an independent university with a strong governing board based on a model pioneered by Oregon Health and Science University (OHSU) when it was split off from OUS in 1995. By any measure of institutional progress, OHSU has been enormously successful. The UO intends the same.

Formerly a state agency, the University of Oregon is now established as an “independent public body with statewide purposes and missions and without territorial boundaries.” The Board is granted all of the powers, rights and duties expressly conferred upon it by law, or that are implied by law or incident to such powers. The Board appoints and employs the University president, who is both the executive and governing officer of the University, and the president of the faculty.

The Board has delegated the management of the UO’s affairs to the president (reserving certain specific responsibilities in line with its role as the University’s fiduciary and primary strategic governing body). The president, and his or her executive team, have the support, encouragement and expertise of a committed body of trustees. The inaugural board members bring a wealth of knowledge about the UO, academia, the state of Oregon, education, business, enterprise management, finances, and strategy to their roles. Information about the Board is available at www.trustees.uoregon.edu.

The Oregon Legislature also created the Higher Education Coordinating Commission (HECC), which coordinates educational activities across the state’s public universities and community colleges. The HECC works with universities on issues such as new degree authorization and state funding allocation formulas. The Oregon Education Investment Board, chaired by the Governor, focuses on P-20 education goals and funding models, including the state’s ambitious “40-40-20” goal (an expectation that 40% of Oregon’s adults will achieve at least a bachelor’s degree, 40% will achieve an associate’s degree or meaningful post-secondary certificate, and 20% will achieve at least a high school diploma. Funding for Oregon educational institutions, including its public universities, will be linked to the achievement of outcomes articulated through compacts established between the institutions and the Oregon Education Investment Board.

The University of Oregon’s relationships with the state government and its sister institutions are strong. Independent governing boards (now established at all seven public universities) are providing presidents the opportunity to coordinate in new, effective ways – leveraging the strengths of each institution for the good of public higher education generally.

OUTREACH AND PARTNERSHIPS

The University has a number of instructional and research partnerships with other institutions within the state, including dual enrollment and special admissions agreements with Lane Community College and Southwest Oregon Community College. The UO participates in the Associate of Arts Oregon Transfer and Oregon Transfer Module programs in the state. The UO has also made a commitment to maintain an online database of every course at each of Oregon’s seven public higher education institutions, Oregon independent and community colleges, and many out-of-state colleges and universities. In addition to instructional partnerships, the UO is engaged in dozens of research projects from nanotechnology to transportation planning, both as a lead institution and as a partner with other Oregon universities and colleges.

CAMPUS, LOCATION, AND CULTURAL LIFE

A veritable arboretum, the University’s beautiful campus sits on 295 acres along the Willamette River in Eugene, Oregon, a city known for its quality of life, support of the arts and outdoor

recreational opportunities. The Eugene-Springfield metropolitan region is situated at the southern end of the Willamette Valley, about two hours' drive from Portland and one hour from the Pacific Ocean and the Cascade Mountains. The UO is known for the quality of its outdoor programs, enabling a range of research, sports, and recreational activities in the Cascade Mountains, in nearby rivers (including the Willamette, McKenzie, Columbia, Rogue, and Deschutes), and along the scenic Oregon coastline. Hiking, biking, running, rafting, and fishing are popular year-round activities.

In addition to the main campus in Eugene, the University operates other programs and facilities across the state, including: the Pine Mountain Observatory in Central Oregon; the Oregon Institute of Marine Biology on the Oregon coast; and innovative undergraduate academic outreach and service learning experiences. The University has an important and growing presence in Portland (<http://portland.uoregon.edu>) where academic and professional programs are offered in a landmark facility, the White Stag Block.

The UO has two museums: the Jordan Schnitzer Museum of Art and the Museum of Natural and Cultural History. There are numerous additional galleries, a Cinema Pacific Film Festival, and a robust Arts Council. The Many Nations Longhouse at the UO was designed by architect and UO graduate Johnpaul Jones, who designed the National Museum of the American Indian in Washington, D.C.

The UO has a vibrant cultural and performing arts community. There are three venues for dramatic arts on campus that offer a range of stage productions from classical works to modern musicals. More than 200 concerts and recitals are presented on campus throughout the year by visiting artists, by faculty members of the School of Music and Dance, and music students. The Oregon Bach Festival is internationally renowned. Students can participate in a wide variety of performance ensembles. A variety of art courses are available at the Craft Center, and dance instruction is available through the Department of Dance.

ATHLETICS

The University of Oregon has a vibrant, broad based NCAA Division I intercollegiate athletics program that ranks among the strongest in the nation. It is a member of the Pac-12 Conference. Nearly five hundred Oregon student-athletes participate in 20 Division I sports. The program focuses on providing an exceptional student-athlete experience; building a fan base to ensure continued fiscal sustainability; using recent momentum and national visibility to enhance the brand of the University; and giving back to the community through service and support.

The success of the UO's intercollegiate athletics program has been exceptional. The UO won three NCAA Division I championships in 2013-14 and is one of only three institutions in the nation to win multiple national titles in each of the last two years. The UO is one of only six Division I institutions to claim at least one national title in each of the past five years. For the last seven years, the UO has had the highest Director's Cup finish of a program of its size. The UO football team is a premier program which has included six consecutive ten-win seasons, four recent BCS bowl appearances, and is currently the winningest team of the decade. The success and visibility of the football program, along with the unique NIKE partnership, has supported the other 19 sports

programs in reaching the goal of broad based excellence. In the spring of 2014, the men's track and field team won the NCAA championship in and the women's softball team won the Pac-12 championship.

Eugene is known as "Track Town USA" in part because of the UO's many track and field legends (including distance legend Steve Prefontaine, Nike co-founder Bill Bowerman, and the current world record holder and Olympic champion decathlete Ashton Eaton), and because it has hosted many nationally and internationally prominent track and field events at Historic Hayward Field. The UO has hosted the NCAA Track and Field Championships twelve times and will continue to do so annually through 2021; the UO will host the U.S. Olympic Team trials in 2016, the sixth time it has hosted this event; athletes from all over the world compete annually at the Prefontaine Classic; and last summer, the 2014 World Junior Track & Field Championships brought more than 1,700 international athletes to the UO campus.

The University of Oregon is an equal opportunity, affirmative action institution committed to cultural diversity and compliance with the Americans with Disabilities Act.

For additional information, please see the UO's website at <http://www.uoregon.edu>.

SEARCH TEAM AND CONTACT INFORMATION

The Search Committee invites nominations, applications (a letter of interest, comprehensive curriculum vitae, and the names and contact information of five or more references) or expressions of interest to be submitted to the search firm assisting The University of Oregon (electronic submissions preferred). Confidential review of materials will begin immediately and continue until the position is filled. It is preferred, however, that all nominations and applications be submitted to the search firm prior to March 9, 2015.

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