Portland State University
Search for the President
Portland, Oregon

"Doctrina Urbi Serviat – Let Knowledge Serve the City."

Executive Summary

Portland State University (PSU) seeks its next President to lead this thriving, urban research institution of public higher education. Located in the heart of Oregon’s economic and cultural center, PSU is a Carnegie Doctoral Research University and the most diverse four-year academic institution in the State of Oregon, enrolling 28,000 students from every state in the nation and more than 80 foreign countries. This position represents an outstanding opportunity for a creative and dynamic academic leader to launch PSU into its next level of excellence, leading the implementation of the 2016-2020 strategic plan to transform the University into a globally renowned model of teaching, research, community engagement, access, and affordability.

As an urban university, PSU has a deep commitment to promoting diversity, providing access to education to a broad spectrum of communities, and applying higher education learning directly to the challenges often found in large metropolitan areas. Building upon its strengths, and drawing upon its central location in one of the most dynamic cities in the nation, PSU forges effective partnerships within its community and region (and beyond), serving as a nexus for interdisciplinary and experiential learning and research. Through this collaboration, PSU and its partners develop practical ideas, approaches and solutions to serve not only the citizens of the Portland area, but also those living in the ever increasing number of cities around the globe looking for innovative paths forward in growth management, sustainability, and equity. In recognition of its efforts, US News and World Report ranked PSU among the top 10 “most innovative” national universities in its Best Colleges 2017 rankings.

Reporting to the Board of Trustees, the President serves as the senior academic and administrative leader for the University, overseeing strategic planning, budget management and fundraising, academic quality, student success, talent management, facilities maintenance, and all other areas of operation. Together with the Board, the President will provide vision and strategic leadership to the University. The President is responsible for leading the administration, faculty, and staff in carrying out the University’s mission to the highest possible level of quality.

An energetic ambassador for the institution, 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. The President will be a vigorous participant in community affairs in the greater Portland area and will build strong relationships with key 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 in Oregon. The successful candidate will address the following set of key leadership expectations presented by this role:

- Be an inspirational and influential leader and champion of PSU’s mission and unique identity
- Be the guardian of student success
- Support the faculty and staff in delivering on the PSU mission
- Lead the prioritization and implementation of the 2016-2020 strategic plan
- Build the funding base to provide sustainable quality education and impactful research
- Develop and leverage the Board and key external relationships in the metro region and state

Positions reporting to the President include the Provost & Vice President for Academic Affairs, the Vice President for Enrollment Management & Student Affairs, the Vice President for Public Affairs and Chief of Staff, the Vice President for Global Diversity & Inclusion, the Vice President for Finance & Administration, the Vice President for Research and Strategic Partnerships, the Director of Institutional Research & Planning, General Counsel, and the Athletics Director. For a full organizational chart, see [www.pdx.edu/fadm/university-organizational-chart](http://www.pdx.edu/fadm/university-organizational-chart)

A list of the desired qualifications and characteristics of the President can be found at the conclusion of this document, which was prepared by the search advisory committee with the assistance of Isaacson, Miller, a national executive search firm, to provide background information and detail the key opportunities and challenges related to the position. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.

**About 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 Oregon. 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, and 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. The institution was granted university status by the Oregon Legislature 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 Native American Student and Community Center. Two additional cultural resource centers aimed at serving the African/African American/Black and Asian/Asian American/Pacific Islander student communities are set to open in Fall 2016.

Portland State University programs continue to garner national recognition and rankings. The University has been named one of the top ten innovative universities in the country (US News and World Report 2016-2017) and as a Community Engaged Institution by the Carnegie Foundation for the Advancement of Teaching. To see an up-to-date list of the outstanding PSU rankings and references by Princeton Review and other nationally respected organizations, please click on the following link: http://www.pdx.edu/profile/portland-state-university-rankings-and-references

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 $25M challenge grant to enhance and expand its sustainability efforts. Both the $25M 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 28,000 students – approximately 22,500 undergraduates and 5,500 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 undergraduate and part-time graduate 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 165,000+ alumni reside in the greater Portland metropolitan area.

In recent years, Portland State has 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.

Portland State University offers over 200 degree programs as follows: 88 bachelor programs, 88 master and 37 doctoral programs. The University has approximately 4,135 employees, including
1,853 research and instructional faculty, 2,399 academic professionals, managers, and staff and 92 administrators. The faculty and staff, including graduate assistants, are represented by various 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\(^1\) 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

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\(^1\) PSU has distinguished itself regionally and nationally by refining and expanding its focus on equity, and this commitment is demonstrated throughout the strategic plan and throughout the planning process itself. The Strategic Planning Project Support Team created an Equity Lens panel that reviewed and made recommendations on the strategic planning process and drafts of the plan. In order to design and implement this lens using best practices and the most current thinking on the subject, PSU enlisted the help of a small group of experts from within the PSU community and the Metro region. In the development of the Strategic Plan, Equity Lens questions were asked to consider answers from two perspectives: through the lens of race and ethnicity and through the lens of marginalized communities including (but not limited to) persons with disabilities, women, transgender and gender non-conforming persons, and those in the LGBTQ community.
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 grown significantly in size and reputation. The University has received numerous national rankings that include, US News and World Report’s 2016-17 top 10 most innovative universities in the country, a national and international leader in sustainability, one of the friendliest campuses in the nation for the LGBTQ community, business programs rising in the national rankings, rated among the “most hipster” campuses in the country, and holds the Carnegie Classification for Engaged universities.

President Wiewel has announced his resignation as president effective August 2017.

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. PSU has a strong tradition of shared governance, of which the Faculty Senate is an essential component.

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.

For more information about Portland State University, click here: http://www.pdx.edu/aboutpsu.
Role of the President

Reporting to the Board of Trustees, the President oversees all aspects of PSU’s operations, and is responsible for leading the administration, faculty, and staff members in carrying out the University’s mission to the highest possible level of quality.

Key Leadership Expectations for the President

There are several key opportunities and challenges, outlined below, that the next President will be expected to embrace:

Be an inspirational and influential leader and champion of PSU’s mission and unique identity

Building off the successes of the outgoing President, the next President of PSU has a unique opportunity to articulate and leverage PSU’s national identity and leadership in community engagement, sustainability, healthy cities, and equity work. To do so, the President will be expected to capitalize upon the sense of community and energetic engagement around PSU’s mission of access, academic quality, and affordability, stewarding upward mobility for a significant portion of the state’s population. The successful candidate will be a vigorous and visible advocate for PSU and its mission to the Portland metro community; public, private, community, and nonprofit organizations; and to elected representatives, while seeking ways to understand and meet the region’s economic and workforce needs. Additionally, it is important that the next President be a leader in celebrating and communicating widely the successes of students and faculty in ways that demonstrate PSU’s impact and instill greater institutional pride and recognition. Modeling a culture of clear and effective communication and consultation on campus that builds a strong sense of community and connectedness among a very diverse set of constituencies is also of tantamount importance.

Be the guardian of student success

Student success is at the center of PSU’s identity. Thus, the President must foster engagement, collaboration and an atmosphere that invites important conversations between faculty, administration, and the student body that can advance collective commitment and action for student success. The President will promote opportunities of undergraduate students to participate in research endeavors by directing campus attention to link research and instruction. The President will ensure effective enrollment strategies and pipeline relationships that sustain and grow student recruitment and access, making PSU the destination of choice for in-state students and an attractive option for out-of-state students. The President must be an advocate for a robust and sufficiently resourced advising and student service system to increase student persistence, graduation and support strong career paths after graduation. This will require building stronger ties with employers in the region. Equally important will be driving and supporting policies and initiatives to hold down the costs of education, including expanding efforts to grow state resources and raise philanthropic support for student scholarships. The President will meet the needs of current and future PSU students by providing opportunities to be engaged and productive citizens in a diverse and global society, and will be an advocate for inclusive excellence, cultural competency and equity, inside and outside the classroom. It is also crucial to provide an environment, conditions, resources, and policies that enable all students to feel safe, comfortable, and supported in pursuing their education in an open urban setting.
Support the faculty and staff in delivering on the PSU mission

The academic enterprise thrives when the University’s talented faculty and staff thrive. The President must focus on supporting conditions for quality instruction, innovation, creativity, and inclusive excellence. As the president of the faculty, the President will nurture and sustain an environment of professional development that contributes to recruitment and retention and that impacts teaching, scholarship, and service. The successful candidate will support faculty in partnership building and in raising funds to support their work, including seeking additional funding to support PSU’s research mission and the capacity of faculty and staff to be successful researchers and scholars. The President must be attentive to and supportive of matters of shared governance, cultivating trust, effective dialogue, and openness in planning and decision-making, communicating with the Faculty Senate, and respecting collective bargaining practices, being open to collaborative relationships with PSU’s multiple collective bargaining units.

Lead the prioritization and implementation of the 2020 strategic plan

The 2016-2020 strategic plan presents a tremendous opportunity for a new President to capitalize on the existing momentum on campus. The President will work with the Provost and leadership groups on campus to address the challenge of educating students in an access institution while at the same time advancing impactful research and scholarship. Prioritizing and implementing the strategic plan will require a President to provide strategic clarity and transparency to the PSU community with regard to priorities, roles and timing, and the careful allocation of resources. This will also be an important signal to the external community and region of the University’s purpose and intent. The President should support a strong leadership team in its collaboration, planning, and execution process and provide focus and support to key strategic partnership and research efforts within the plan, such as the OHSU alliance. The successful candidate will engender widespread support among faculty, staff, and students for their role in the plan’s success, and ensure measurement and updates on progress to all constituencies through effective collection and communication of data and results. It will be important to sustain a culture of responsiveness, nimbleness, accountability and creativity regarding the plan, given external challenges and changes.

Build the funding base to provide sustainable quality education and impactful research

Like other public universities, PSU needs to be increasingly outward thinking as it builds a funding base to enable the continuation and expansion of important work occurring on and off campus. A core duty of the next President will be to lead a comprehensive campaign with the PSU Foundation to double the endowment, cultivating and closing major gifts, and communicating clear purpose, goals, and successes. The President will ensure strong marketing and communications efforts that support the campaign and articulate PSU’s value, positioning, and reputation to key stakeholders and potential supporters. The President will vigorously pursue funding support at the state level through effective demonstration of PSU’s mission impact and effectiveneness, particularly with regard to its access mission. Appropriate to an urban-serving institution, PSU also offers a rich array of professional programs, particularly at the graduate level, as well as a number of doctoral programs, and these also are in need of support. The successful candidate must thus demonstrate PSU’s value and impact across all its programs to strengthen financial support among PSU’s coalition partners, collaborators, and alumni in the Portland metro, region, and state and seek creative solutions to build resources for scholarships, student support, and academic quality. The President must also drive innovation of educational offerings and delivery that can enhance career prospects and meet local and state needs while also
growing enrollment. The President will ensure execution of enrollment strategies that successfully support PSU’s access mission.

**Develop and leverage the Board and key external relationships in the metro region and state**

Great cities need great universities, and PSU is poised to become an even stronger player in the region and state. To do so, the President is expected to further develop and strengthen the relationship with the Board of Trustees to leverage its PSU-centered focus and external perspectives and relationships. The President will need to be a consummate bridge-builder, strengthening and expanding connections to community organizations and the business and industrial community to address employer needs and in turn seek their advocacy, including tapping into alumni. To further engage around access, the successful candidate will build proactive outreach to the diverse communities in the broader metro area. The President should seek to build cooperative and synergistic relationships with other Oregon universities where appropriate and continue to leverage the fruitful partnership with OHSU. Also important will be continuing to strengthen relationships with local and state government. Finally, the President must capitalize on the arts and athletics engagement to build PSU’s reputation as a cultural and convening center for the metro area.

**Qualifications and Experiences**

The President position requires an innovative leader and strategic thinker with the integrity, stature, charisma, and distinction to lead one of the nation’s premier urban engaged public universities. PSU seeks an individual of creative vision, strategic focus, 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 distinction to benefit Portland, Oregon, the nation, and world.

The President will possess outstanding interpersonal, relational, and communication skills, and will be adept at fostering collaboration, and building partnerships that can accomplish the University’s objectives. Inspiring students, faculty, staff, and outside stakeholders will require a President who is engaging and accessible. The President will have a clear understanding and appreciation of shared governance as a fundamental part of the culture of the University and will work to strengthen shared governance at the institution. The President will be a champion of diversity who demonstrates cultural competency and embraces the many communities that comprise the PSU whole.

The President must be agile in navigating the University’s political landscape, must be bold in their approach to leadership, must be able to understand unique qualities of an urban engaged public university, and must be adept at managing – and attracting the attention of – financial resources needed to support the University’s strategic direction and goals.

The President will embrace the mission of an institution that is committed to raising the aspiration of all Oregonians while recognizing the increasing role the private sector can play in fulfilling the University’s aspirations. In doing so, the President will also cultivate an environment in which members of the university community understand and embrace their part in the success of PSU’s mission.
PSU seeks 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 successful candidate will possess many, if not all, of the following qualifications and characteristics:

- An earned doctorate, appropriate terminal degree, or extraordinary accomplishment in a field relevant to the mission of PSU. The President will possess experience and a record of achievement that merit a tenured appointment as a senior faculty member
- The highest degree of professional ethics
- Deep commitment to the mission of a public institution of higher education
- A history of commitment to the full range of student life and learning issues
- Senior leadership experience in a large and complex organization and a proven ability to help constituents deliberate and achieve strategic consensus
- A proven, demonstrated ability to work collaboratively with faculty governance and an openness to collaborative relationships with campus unions
- Demonstrated excellence in resource management and development
- Documented success as a fundraiser; ability to lead a capital campaign
- Demonstrated ability to work effectively with a full range of external constituents, including alumni, donors, media, tribal leaders, and leaders in the private sector
- Experience in and comfort with political settings; demonstrated success with legislative advocacy, and the ability to work well with community and elected officials
- A track record of bringing diverse voices to the table
- Experience and success with diversity in recruitment, retention, and academic programming that leads to the academic success of underrepresented student populations
- Proven ability to make difficult decisions and communicate those decisions effectively with internal and external constituencies
- 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 to plan, develop, advance and implement complex strategic goals, policies and program initiatives that require management of financial, human, and capital resources
- Superb communication skills, both the written and spoken word, with a demonstrated ability to understand, connect with and inspire and recruit faculty, staff, students and individuals from all walks of life.

**Compensation and Location**

Compensation will be competitive and commensurate with the successful candidate’s experience.

Big city excitement and small town charm make Portland, known as "the City of Roses” one of the most popular cities on the west coast. Situated where the Columbia and Willamette Rivers meet and approximately 70 miles from the Pacific Ocean, 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. Click here to learn why metro Portland has become a top national tech destination: [http://www.techtownportland.com/](http://www.techtownportland.com/)
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 River Gorge and Multnomah Falls, windsurfing at Hood River, valley wineries, skiing at Mt. 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 5,000 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. Relocation information can be found at: http://www.portlandreloguide.com/

Applications, Inquiries, and Nominations

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent in confidence via the Isaacson, Miller website for the search: www.imsearch.com/6000. Electronic submission of materials is strongly encouraged.