

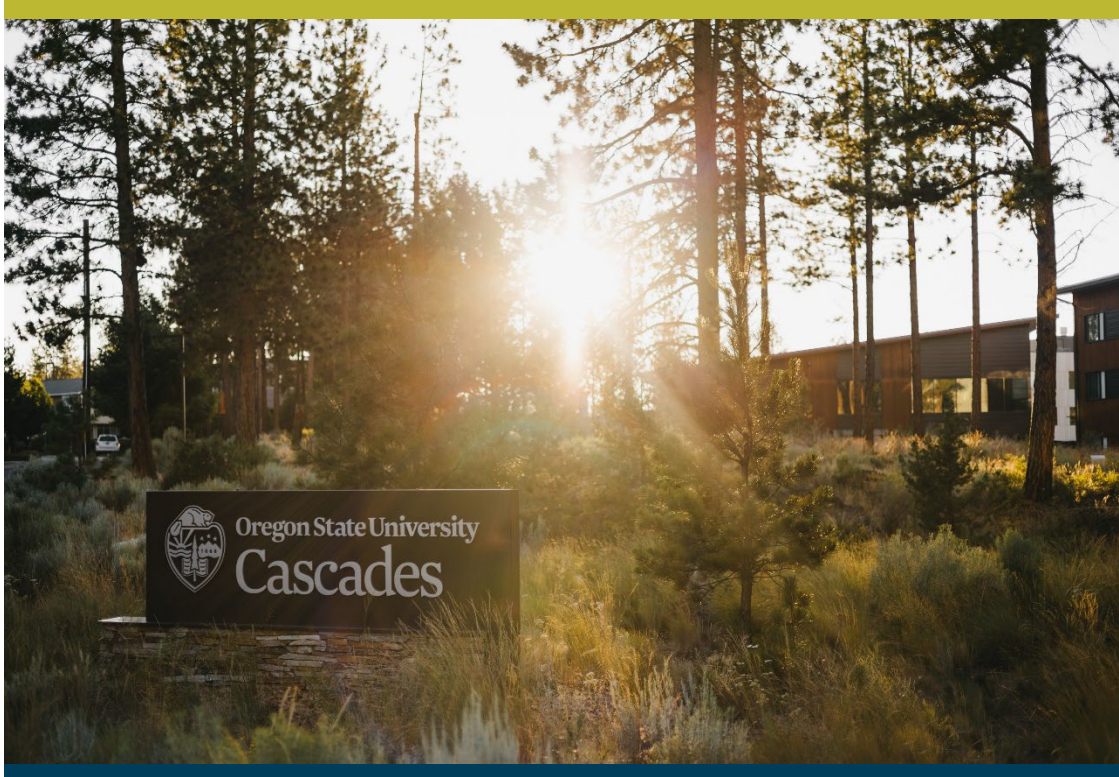


Oregon State
University

Chancellor and Dean, OSU-Cascades

Leadership Profile

Winter 2022/2023



WittKieffer

Executive Summary

Oregon State University (OSU) seeks an experienced and creative leader to lead OSU-Cascades, the university's campus in central Oregon. OSU-Cascades, which currently serves approximately 1,200 students, is situated in the heart of Bend, a city ranked as one of the best places to live and work in the US. The Chancellor and Dean works closely with OSU's Provost and Executive Vice President, other university leaders, local and regional community and education leaders, and the OSU Foundation to realize the vision of OSU-Cascades as a highly innovative campus that joins the teaching, research, and engagement missions of an R1 land grant institution with a small university student experience.

OSU is Oregon's land grant university and the state's only institution to hold both a Carnegie R1 (very research-intensive) designation and Carnegie Community Engagement classification. In addition to OSU-Cascades, the university consists of its main campus in Corvallis, the nation's 5th ranked online education program (Ecampus), joint programming with Eastern Oregon University, the Hatfield Marine Science Center in Newport, and the OSU Portland Center. Through its two campuses, centers in Newport and Portland, agricultural research experiment stations, Extension offices, and research forests, OSU has a presence in all 36 Oregon counties.

The Chancellor and Dean of OSU-Cascades:

- Provides overall academic and operational leadership of the campus, including its physical development;
- Oversees strategic planning and the alignment of campus goals and actions with OSU's university-wide strategic plan;
- Builds and supervises a strong senior leadership team to advance OSU-Cascades' contributions to the university's tripartite teaching, research, and engagement mission;
- Is an active member of the Provost's Council of Deans and builds and maintains strong relationships with the deans of OSU's 11 colleges, the dean of the Honors College, and the vice provost and dean of the Graduate School;
- Proactively advances diversity, equity, and inclusion goals and student success in all mission elements;
- Establishes a culture where the professional development of faculty and staff is prioritized in support of individual and organizational success;
- Engages actively with education and community partners to address mutual concerns, needs and aspirations in Bend and central Oregon;
- Actively stewards relationships with state leaders in partnership with the university's government relations team;
- Undertakes fundraising and alumni engagement in partnership with the OSU Foundation.

Advancing a Shared Priority

The success of OSU-Cascades is not solely the responsibility of the administrators, faculty, and staff located at the Bend campus: it is a university-wide priority. The current academic governance structure of OSU, and the growth and ultimate success of OSU-Cascades within that structure, requires leaders throughout OSU to work proactively and collaboratively to achieve the objective of developing the campus as a distinctive yet integral part of the university. All university senior leaders share accountability for OSU-Cascades' success and positive impact in Bend and central Oregon.

The Chancellor and Dean reports to the Provost and Executive Vice President and is a member of the Provost's Council of Deans. The Chancellor and Dean works closely with the university's college deans, vice presidents, vice provosts, academic program leaders, faculty, and external partners. College deans are expected to assist with the development of degree offerings at OSU-Cascades, and the Chancellor and Dean is charged with building and maintaining strong relationships with OSU's academic colleges, endeavoring to bring the capabilities and resources of OSU to bear to meet the region's higher education needs. The Chancellor and Dean must also develop and maintain strong relationships with stakeholders throughout the central Oregon region.

Developing OSU-Cascades in one of the most dynamic, high amenity regions in the Pacific Northwest—with the deep commitment and engagement of the Bend area community—creates the opportunity for OSU to deliver on its mission to serve Oregon's public interest, adopt new approaches in teaching and research, catalyze innovation and entrepreneurship, and increase its impact. Within this context, and as one of OSU's senior academic leaders, the Chancellor and Dean has a unique opportunity to advance OSU's R1 land-grant mission in distinctive ways to the benefit of central Oregon and the university overall.

To be successful, the ideal candidate will work with their senior leadership team, OSU-Cascades faculty and staff, other OSU leaders, and external stakeholders to do the following:

- Continue developing the reputation of OSU-Cascades for innovative teaching, research, and public engagement, and provide leadership that positions the campus as a destination of choice for students seeking a small university learning experience;
- Establish and execute a vision and plan for the continued growth of the campus that takes productive and mutual advantage of linkages with the Bend and central Oregon communities;
- Establish and execute a vision that also takes productive advantage of linkages with main campus and Ecampus, as well as new learning modalities and technologies, to help increase the scale and diversity of programming;
- Prioritize student success, foster students' sense of pride in OSU-Cascades and Oregon State University, and provide for a welcoming and inclusive campus;
- Partner with the OSU Foundation and OSU Alumni Association to develop fundraising and alumni engagement initiatives that advance OSU-Cascades' mission and meet the goals of the university's ongoing capital campaign;

- Develop and refine the organizational structure for the campus as appropriate to foster faculty, staff, and student success, recognizing the structure will evolve as the campus grows;
- Develop the proposed [Innovation District](#) to serve the needs of the campus and central Oregon, leveraging collaborative opportunities, partnerships, and expertise across central Oregon and OSU;
- Maintain and enhance OSU-Cascades' unique identity within the overall identity and brand of OSU.



Academic Programs and Strategic Planning

OSU-Cascades offers an OSU degree in a smaller, more personalized setting, with an average of 20 students per class. Current offerings include 23 undergraduate majors, representing the colleges of Agricultural Sciences; Business; Earth, Ocean and Atmospheric Sciences; Education; Engineering, Forestry; Liberal Arts; Public Health and Human Sciences; and Science. The campus offers 21 undergraduate minors; master's degrees in Counseling, Fine Arts in Creative Writing, and Teaching; and a Doctor of Physical Therapy. OSU's Honors College also serves OSU-Cascades students.

OSU-Cascades' [mission, vision, ethos and four pillars](#)—innovation and creativity, diversity and inclusion, health and wellness, and sustainability—have evolved over the course of multiple strategic planning

efforts as well as a recent visioning exercise, [OSU-Cascades Vision 2030](#). The [physical development of the campus](#) is guided by its award-winning [Long Range Development Plan](#) and [commitment to net zero energy, water, and waste use](#). The campus's vision and plans are aligned with [OSU's Vision 2030](#) and most recent strategic plan, [SP4.0: Transformation, Excellence and Impact](#). The latter calls for continuing the development of OSU-Cascades as part of the university's efforts to expand pathways to an OSU education and advancing OSU-Cascades' goal to offer a more intimate learning experience within a major research university.

OSU and OSU-Cascades Governance and Management Structure

As a branch campus of OSU, OSU-Cascades has a distinctive identity and mission to provide students with a holistic and comprehensive four-year university experience. All degree programs offered at OSU-Cascades are based in one of OSU's 11 colleges. While some programs offered in Bend are also offered in Corvallis, the learning outcomes for degrees are the same. The means of delivery and pedagogy used on the two campuses frequently differ to take advantage of the unique characteristics of the campuses.

All OSU students—regardless of campus—earn an OSU degree and receive an OSU diploma. OSU-Cascades is encompassed under OSU's accreditation by the Northwest Commission on Colleges and Universities as well as the various professional accreditations of programs based in Corvallis and offered in Bend (Business, Engineering, Education, etc.). Some programs offered solely at OSU-Cascades are also accredited.

At present, all tenured/tenure track faculty based at OSU-Cascades hold appointments in one of OSU's 11 colleges while instructors are appointed directly by the campus. Most administrative functions at OSU-Cascades report up through the Chancellor and Dean rather than the relevant central university administrative units.

A single Board of Trustees, appointed by Oregon's governor, oversees the university, including the OSU-Cascades campus. OSU has one Faculty Senate, which oversees all of OSU's curricula wherever and however it is delivered, and OSU-Cascades' faculty serve in the Senate and on the Senate Executive Committee. Over 1,200 undergraduate and graduate students are currently studying at OSU-Cascades, and OSU is seeking to expand the campus to at least 3,000 students. The multi-campus organizational and academic governance structure of OSU may evolve as OSU-Cascades grows.

For policies and standard operating procedures specific to OSU-Cascades, five councils form the foundation of the campus's governance structure, with faculty and staff serving in leadership roles on each. Recommendations made by the councils are presented to the Chancellor and Dean and the OSU-Cascades Leadership Team for final adoption. Standing and ad hoc committees provide further representation for members of the campus community.



Professional Qualifications and Personal Qualities

The ideal candidate will possess an earned doctorate or equivalent terminal degree and a record of scholarship and teaching requisite for an appointment as a tenured full professor at OSU. In addition, they will bring most of the following qualifications:

- A record of excellence in leadership positions of increasing responsibility at institutions of higher education.
- Experience in developing and executing academic and research strategies across disciplines.
- A proven ability to serve as an executive and provide strategic, innovative, and entrepreneurial leadership.
- An awareness and respect for the values and mission of land-grant universities.
- Demonstrated experience in promoting diverse and inclusive environments and improving access to higher education for all.
- A commitment to students and an understanding of pedagogical approaches, mentoring, and support systems and programs necessary for their success.

- A record of successful recruitment and retention of superb faculty, staff, and administrators.
- A collegial, accessible, and consultative approach to leadership with a track record of building meaningful partnerships and relationships internally and externally.
- The capacity to listen thoughtfully, consult with others, build consensus, and develop an overarching vision and strategy for moving forward; intellectual curiosity and the ability to be a thought-leader and mentor.
- Excellent financial management skills and demonstrated experience working with complex budgeting, and an understanding of the relationships among academic priorities and budgeting.
- A commitment to transparency in policy, strategy, and financial management.
- A commitment to environmental sustainability relevant to advancing the net zero energy, water, and waste goal for the OSU-Cascades campus.
- A commitment to shared governance and a proven capacity to effectively implement and communicate decisions within a shared governance framework.
- Outstanding written and oral communication skills and the ability to represent both OSU and OSU-Cascades to internal and external stakeholders.
- Experience in growing and sustaining fundraising efforts and building and strengthening alumni relations.
- Experience with engaging state legislators on matters of financial support, academic policy, and other issues in higher education.
- Outstanding interpersonal skills and the highest degree of personal integrity.

About Oregon State University

Founded in 1868, [Oregon State University](#) is Oregon's land-grant university, serving more than 35,239 students, with more than 5,268 faculty and staff and a \$1.53 billion annual budget. OSU is a collaborative, inclusive, and caring community that strives for equity and equal opportunity; offers a welcoming environment and enables success for people from all walks of life; and shares common, fundamental values grounded in justice, civility and respect. OSU is one of only three universities in the nation with land, sea, space and sun grant designations.

OSU is Oregon's statewide university with its main campus in Corvallis; its OSU-Cascades campus in Central Oregon's Bend; the Hatfield Marine Science Center in Newport; extension centers and programs in all of Oregon's 36 counties; 13 branch agricultural experiment stations; the OSU Forest Research Laboratory; and the OSU Portland Center.

OSU offers nearly 200 [undergraduate and graduate degree programs](#) through its 11 academic colleges, its Honors College, and Graduate School. The university's academic colleges are Agricultural Sciences; Business; Earth, Ocean, and Atmospheric Sciences; Education; Engineering; Forestry; Liberal Arts; Pharmacy; Public Health and Human Sciences; Science; and the Carlson College of Veterinary Medicine. In addition, OSU offers more than 70 undergraduate and graduate degree programs through its online education program, Ecampus, which is ranked No. 5 in the nation for best online Bachelor's programs in the 2022 edition of *U.S. News and World Report*.

In June 2022, OSU graduated a total of 7,318 students, including 293 who earned their degrees at OSU-Cascades.

OSU's talented faculty produce top scholarship across many academic disciplines. Year after year, OSU receives more external research funding than any other comprehensive university in Oregon. In fiscal year 2022, faculty engaged in \$471 million in grant-funded research, the sixth consecutive year that OSU funded research exceeded \$380 million. In line with the university's strategic plan, OSU's shared research agenda guides faculty inquiry in three signature areas: advancing the science of sustainable earth ecosystems, improving human health and wellness, and promoting economic growth and social progress.

The mission of OSU is supported by the philanthropic and engagement efforts of the [OSU Foundation and Alumni Association](#). In Oct. of 2022, OSU announced its second university-wide fundraising campaign: "[Believe It: The Campaign for Oregon State University](#)." Donors have already committed more than \$1 billion to the campaign that seeks to raise \$1.75 billion to support OSU priority initiatives, including student access and success, faculty positions, academic programs, research, statewide community engagement programs, OSU Athletics and facilities on OSU's Corvallis campus and OSU-Cascades campus in Bend.

In fiscal year 2022, the OSU Foundation raised a record \$216.9 million, while managing an endowment of \$764.5 million. More than 50,000 donors, volunteers, alumni and others are globally engaged with OSU in FY22.



Location and History

[Bend, Oregon](#) is world-famous for both its outdoor pursuits and pristine beauty. Today, Bend and central Oregon represent Oregon's fastest growing region and one of its most dynamic economies. Yet the region lags the rest of Oregon in higher education attainment. Although well served by Central Oregon Community College (COCC) for two-year degrees, career, and technical education, central Oregon was the only major region in the state with no significant university presence until the establishment of OSU-Cascades. With studies showing that most who attend public universities do so within 50 miles of home, rural families in central Oregon were falling behind. The growth of OSU-Cascades is providing more central Oregonians with ready access to university degrees and the subsequent benefits in increased career opportunities and earnings. In addition, the fast-developing workforce development needs of the region are being better served.

In 2000, after nearly twenty years of effort by community and elected leaders to create a four-year university in the region, OSU was selected by the state to offer 2+2 degrees in collaboration with COCC. In 2012, the state Board of Higher Education authorized OSU to offer four-year degrees at a campus that would stand alone from COCC. The branch campus model was embraced by state political and education leaders as a more efficient and cost-effective approach to providing university degrees in Bend compared to establishing an independent four-year regional university. Tykeson Hall was opened for fall term classes in 2016 and a residence hall and dining center were completed later that year. The campus's current 128-acre footprint was expanded in 2017 with the acquisition of an adjacent 72-acre demolition landfill and the Bend City Council unanimously approved the OSU-Cascades campus master plan in 2018. The campus's most recent building, Edward J. Ray Hall, opened in 2021, and construction of a student success building has been approved.

OSU-Cascades' development continues with ongoing execution of the master plan, including site reclamation and remediation of the adjacent pumice mine and landfill. The latter project received a boost with the state Legislature approving \$10 million during its 2022 session to support developing the first eight acres of the 24-acre site designated for an innovation district. The innovation district will include

academic space, light industrial space, and office space and bring university researchers and businesses together to accelerate the creation of technology, provide hands-on opportunities to enhance students' career-readiness, and contribute to the region's economy and workforce.

Procedure for Candidacy

All applications, inquiries and nominations are invited. Applications should include, as separate documents, a CV or resume, and a letter of interest addressing the themes outlined in this leadership profile. Screening of complete applications will begin immediately and continue until the position is filled. For fullest consideration, application materials should be received by January 31, 2023 and be submitted using WittKieffer's [candidate portal](#).

Nominations and inquiries can be directed to the WittKieffer consultants supporting this search:

Suzanne Teer, Lauren Bruce-Stets, and Randi Miller

OSUCascades@wittkieffer.com

OSU commits to inclusive excellence by advancing equity and diversity in all that we do. We are an Affirmative Action/Equal Opportunity employer and particularly encourage applications from members of historically underrepresented racial/ethnic groups, women, individuals with disabilities, veterans, LGBTQ community members, and others who demonstrate the ability to help us achieve our vision of a diverse and inclusive community.