



UNIVERSITY OF OREGON

Opportunity and Challenge Profile

University of Oregon Search for the Director The Phil and Penny Knight Campus for Accelerating Scientific Impact Eugene, Oregon

“This is a seminal moment for the University of Oregon, an inflection point that will shape the trajectory of the university and this state for the next century and beyond,” Michael Schill, UO President.

The Search

The University of Oregon (UO), a member of the Association of American Universities (AAU) and the state’s flagship university, announced in October 2016 an extraordinary \$500 million gift from Penny and Phil Knight, BBA ‘59. This transformative donation is the cornerstone of the Phil and Penny Knight Campus for Accelerating Scientific Impact (Knight Campus), a \$1 billion, ten-year initiative that is designed to fast-track scientific discoveries and the process of turning those discoveries into innovations that improve the quality of life for people in Oregon, the nation, and beyond. This is an extraordinary moment for the UO and an exceptional opportunity for a distinguished scientific leader to be the inaugural Director for the Knight Campus.

The Knight name is deeply ingrained in the lore of the UO, from the birth of Nike on the oval of Hayward Field to the proud march of faculty members whose research achievements and teaching excellence have earned them the right to be called Philip H. Knight Professors and Chairs. In academics, the family has contributed significantly to the library, law school, and faculty professorships and chairs. In athletics, the Knight family has made extraordinary investments in facilities and programs. In business, Knight’s company revolutionized an industry, becoming the world’s leading designer, marketer, and distributor of athletic footwear, apparel, and equipment.

The Knight Campus is both inspired and supported by Phil Knight and aims to embody the entrepreneurial spirit and extraordinary creativity of its namesake. The Knight Campus will build upon the university’s nationally recognized research strengths in neurosciences, molecular biology, genomics, materials science, optical science, nanotechnology, green chemistry, biology, the built environment, and prevention science while simultaneously lifting the university to new heights of research excellence and translational impacts by pioneering novel scientific approaches and pioneering new areas of research, with an initial emphasis in the life sciences, broadly envisioned. The Knight Campus will also build on the longstanding interdisciplinary traditions of the UO, bringing together life scientists, physical scientists, engineers, and human health researchers to solve problems of import in today’s society, collaborate with universities in Oregon and beyond, and engage with industry and funders to commercialize technology.

Anchoring the 3-acre campus will be three new 70,000 – 85,000 square foot buildings - the first to be completed in January 2020 – along with an innovation hub, research centers, laboratories, and cutting-edge technologies. When completed, the campus is expected to have a full-time research staff of 300 and support 750 jobs in total. Some 30 new tenure-track faculty will be recruited to join the Campus, which will be their tenure home. The Campus is projected to increase UO sponsored research activity by at least 30 percent, both through its own direct activities and collaborations and connections with faculty across the University.

The ideal candidate will be an exceptional leader who brings a strong record of research excellence, successful experience managing people, projects, and processes across fields and disciplines, an ability to create and implement programs to grow cutting-edge research, and the requisite interpersonal and communications skills to represent the Knight Campus externally and to secure additional resources.

A detailed list of the desired qualifications and characteristics of the Director can be found at the conclusion of this document, which was prepared by the search committee with the assistance of Isaacson, Miller, a national search firm. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.

The University of Oregon

Founded in 1876, the University of Oregon is the flagship institution of the State. It is one of only two Pacific Northwest members of the AAU and is also a member of the Association of Pacific Rim Universities. Committed to serving the people of Oregon, the nation, and the world through the creation and transfer of knowledge, the UO has broad-based academic strength and a long history of innovation and excellence. The University takes pride in the honors and achievements of its faculty including: over 125 Fulbright Scholars across 40 disciplines, 41 Guggenheim Fellows across 13 disciplines, over 35 fellows in the American Association for Advancement of Science, 8 National Academy of Science members and 2 Medal of Science recipients. Twenty-two PhD and professional programs at the University of Oregon are ranked in the top 20 or the top 20 percent of programs nationally – this excellence spans our university from biology, physics and geological sciences to landscape architecture and education.

The University of Oregon is located in the Willamette Valley, a picturesque region known for its excellent wines, abundant recreational opportunities, and outdoor activity, and marked by a progressive, collaborative culture. Its beautiful 295-acre campus features state-of-the art facilities in an arboretum-like setting. Eugene is a vibrant and growing city of 157,000 located between Silicon Valley and Seattle with outstanding cultural and culinary offerings, a pleasant climate, and a community engaged in environmental and social concerns. It hosts several world-class museums and cultural centers, including the Jordan Schnitzer Museum of Art, the Museum of Natural and Cultural History, and the Many Nations Longhouse. Skiing, hiking, fishing, rafting, cycling, and running are all popular pastimes in the Eugene area.

The UO offers 316 undergraduate and graduate degree programs through its nine academic units: the Robert D. Clark Honors College (the oldest public honors college in the United States), the School of Architecture and Allied Arts, the College of Arts and Sciences, the Charles H. Lundquist College of Business, the College of Education, the School of Journalism and Communication, the School of Law, the School of Music and Dance, and the Graduate School. Student enrollment as of fall 2016 totaled 23,634, including 20,067 undergraduates and 3,567 graduates. Annual budgeted revenues for fiscal year 2016 were \$1 billion; the endowment was valued at \$753 million in July 2016.

In 2014, the State of Oregon, leading the nation, revised its governance for the University and created an independent governing body. Like many other states, Oregon, with growing demands on its budget, now contributes relatively modest financial support to the University. Recognizing the need for flexibility, the State created a new governing structure that provides dynamic leadership at the Board level and supports the ability to chart new directions, drastically improve philanthropy, invent creative programming, and respond vigorously to the challenges that face all of higher education.

On July 1, 2015, the new Board of Trustees selected Michael H. Schill as the University's 18th President. He joined the UO from the University of Chicago, where he served for five years as the dean of the Law School and Harry N. Wyatt Professor of Law. He previously served as the dean of the University of California, Los Angeles School of Law from 2004 to 2009 and held faculty appointments as professor of law and urban planning at New York University and professor of law and real estate at the University of Pennsylvania. He graduated with an AB in public policy from Princeton University in 1980 and a JD from the Yale Law School in 1984. A nationally recognized expert in property, real estate, and housing law and policy, President Schill is the author or co-author of three books and more than 40 scholarly articles. He is a member of the Board of Trustees of Ithaka, the nonprofit organization that owns JSTOR, a Fellow of the American Academy of Arts and Sciences, and a former member of the Board of Governors of Argonne National Laboratory.

Distinguished physicist Jayanth Banavar will take the role of Provost and Senior Vice President on July 1, 2017. He comes to the UO from the University of Maryland, where he currently serves as Dean of the College of Computer, Mathematical, and Natural Science. Prior to his appointment as Dean, he led the Department of Physics at Pennsylvania State University for 12 years as Distinguished Professor and George A. and Margaret M. Downs brough Head. Much of his recent work has applied the techniques of statistical physics to solve interdisciplinary problems, frequently identifying underlying mathematical principles that provide elegant explanations of natural phenomena. He received a BS with honors and MS in physics from Bangalore University and earned a Ph.D. in physics from the University of Pittsburgh. A fellow of the American Physical Society and the American Association for the Advancement of Science, he has more than 250 publications in refereed journals, 11 book chapters, a book he co-edited, and three patents.

The University launched an ambitious \$2 billion fundraising campaign in 2014, with a sharp focus on supporting faculty excellence in teaching and research, creating access for outstanding students, and enriching the student experience. Under the leadership of President Schill, the University has made tremendous progress towards these goals. In October 2016, the University announced a stunning \$500 million gift from Penny and Phil Knight. The gift, was the largest ever received by a flagship public university.

The Phil and Penny Knight Campus for Accelerating Scientific Impact

The Phil and Penny Knight Campus for Accelerating Scientific Impact has been conceived to accelerate the cycle of moving discoveries to impacts for the greater good. Rooted in the UO's 60-year history of interdisciplinary collaboration, it will train new generations of scientists, forge tighter ties with industry and entrepreneurs, and create new opportunities for graduate and undergraduate students. The Knight Campus will engage in cutting-edge interdisciplinary research and focus on finding practical applications for more basic scientific discoveries. Its guiding philosophy is the "impact cycle", i.e. inquiry, insight, innovation, and impact. The cycle emphasizes the desire to translate scientific discoveries into societal impacts and to in turn utilize work in applied technologies to enhance basic research. The Campus will train new generations of scientists, forge tighter ties between the state's industries and entrepreneurs, build stronger linkages to the State's other major universities, and create new educational and career

opportunities for graduate and undergraduate students. The scientific direction of the Knight Campus is by definition broad and interdisciplinary; however engineering enabled approaches that capitalize on the interface between the life, physical, and computational sciences will anchor the effort.

The University will pursue a two-phase approach in establishing the Knight Campus. The first phase was launched with the extraordinary Knight gift and is anticipated to take about three years. During this period, the University will attract a renowned external Director, plan and complete construction of two of the three major research buildings, establish necessary governance and advisory bodies, recruit faculty, and attract additional philanthropic funding for faculty and research in the life sciences. Key research themes will include molecular biology, human genetics, genomics, neuroscience, biophysics, biochemistry, bio-informatics, and bio-psychology. In the second phase, the Campus will secure additional funds to complete its construction plans, continue to recruit world-class faculty, and expand its scientific reach to connect more firmly to the physical sciences and to potentially expand on developments in engineering and technology development.

Current planning calls for more than 40 tenure-related faculty members in total. The Knight Campus will be the tenure home for 30 faculty members, although joint appointments with existing units will also be a possibility. Over ten years the University will invest in the appointment of some 30 tenure-track faculty whose labs, programming and activities will support approximately 250 graduate students, 150 undergraduate student researchers, 150 post-doctoral scholars, and 100 staff scientists. An additional 10-20 faculty from existing university units may also be recruited as members or affiliates of the Knight Campus. The University of Oregon has no engineering or medical programs. The Knight Campus will assemble engineers and researchers interested in medically-related topics, as well as scientists grounded in biology, computer science, chemistry, physics, math, human physiology and the prevention sciences to advance its translational research agenda and to approach fundamental problems of societal import from new perspectives. It is expected that the opportunity to join a highly interdisciplinary, world-class endeavor will attract top faculty, students, and postdocs from around the globe. The current budget model develops an endowment for all tenured faculty positions through the foundational Knight gift and future philanthropic support.

The three new, state-of-the-art buildings will be outfitted with cutting-edge labs, research facilities, prototyping tools, screening facilities, advanced –omics and imaging facilities, human subject interaction spaces, and an innovation hub. The first two buildings are now in the planning stage; initial groundbreaking is planned for fall 2017. A sky bridge will connect the Knight Campus with the UO main campus, so scientific researchers from varying disciplines will have direct access to one another to accelerate the effect of the innovation cycle and to create an ecosystem of inquiry and innovation.

A central goal for the Knight Campus is to contribute to the economy of the local region and the State of Oregon. In addition to scientists, innovation programs will be embedded in the Knight Campus, both to foster a culture of innovation and to speed discoveries to market. The Knight Campus will also help drive expanded and enriched research connections between scientists and faculty members at the UO, Oregon Health and Science University, and Oregon State University as well as other research institutions around the world. The Knight Campus will also leverage experiential learning opportunities to train the next generation of high-tech workers and retain the brightest Oregonians, yielding a well-prepared workforce and attracting entrepreneurs to the state. It is anticipated that the Knight Campus will generate an estimated \$80–\$100 million of economic activity statewide and, when completed, will generate approximately 750 new full-time supported by direct, indirect and induced spending.

UO Research and Innovation

The concept of the Knight Campus builds on a long history of interdisciplinary science and innovation at the UO and more recent institutional initiatives to advance research excellence and impact.

In 1959—the same year Phil Knight graduated from the UO with his business degree—faculty members Aaron Novick, Frank Stahl, and George Streisinger formed the Institute of Molecular Biology (IMB). IMB faculty pioneered the use of zebrafish as a model organism for studying human disorders, achieving the first-ever large-scale production of genetically uniform clones of a vertebrate organism. IMB remains a highly integrated ecosystem where physicists, chemists, and biologists partner to dissect the molecular underpinnings of living organisms.

Over the last half-century, more than 20 UO interdisciplinary research centers and institutes have flourished under the auspices of the Vice President for Research and Innovation. Research within these centers and institutes account for more than half of the University's annual sponsored research funding and spans such fields as neuroscience, cyber security, ecology and evolutionary biology, environmental science and sustainability, materials science, prevention science and marine biology. To learn more, please visit <http://research.uoregon.edu/facilities/centers-institutes>.

In this context of scientific discovery and excellence, research expansion has figured centrally in the UO's strategic goals. Research funding has grown steadily over the last two decades: \$117 million in sponsored projects were reported for the fiscal year ending June 30, 2016. Eighty percent or more of those funds were secured through federal and federal flow-through sponsors.

Keeping pace with this growth, the University has also invested in a highly evolved central Office for Research and Innovation, including first-rate core facilities. The first research core facility at the UO, the Center for Advanced Materials Characterization in Oregon (CAMCOR), pioneered a shared approach, providing cutting edge physical science tools and expertise to internal faculty, staff, and students, and external entity users. Beyond CAMCOR, additional core service units include Terrestrial Animal Care Services (ACS), Aquatic Animal Care Services (AqACS), Bowerman Sports Science Clinic (BSSC), Genomics and Cell Characterization Core Facility (GC3F), Lewis Center for Neuroimaging (LCNI), Histology and Genetic Modification (HGeM), Technical Science Administration (TSA), and Greenhouse Facilities. The University has also recently established a high performance computing center redirecting up to \$5 million in institutional dollars to purchase a new supercomputing cluster and staff the facility appropriately to the needs of the research faculty. See <http://around.uoregon.edu/content/new-high-performance-computing-facility-nears-completion> for an overview of the new facility.

The Lorry I. Lokey Science Complex represents a central component of the current UO research landscape and will be an important network node for the Knight Campus. Two facilities in the Lokey Science Complex focus on integrative science: Lokey Laboratories, which is a shared-use facility with state-of-the-art characterization instrumentation inclusive of CAMCOR noted above and a partner to the collaborative research organization, Oregon Nanoscience and Microtechnologies Institute (ONAMI); and the Robert and Beverly Lewis Integrative Science Building, which was opened in 2012 and is home to strategic research clusters centered around interdisciplinary and integrative research missions outside departmental boundaries.

In 2014, Provost Scott Coltrane initiated a cluster hiring effort to advance the UO's research and creative capacity, to enhance its national and international profile, and to address key social, scientific, and creative challenges. The selection criteria for cluster hire proposals included the ability to achieve national or international pre-eminence, the enhancement of cross-disciplinary collaboration, and the potential to build on and connect existing strengths. After a robust proposal and review process, ten cluster initiatives were selected across the colleges of Architecture and Allied Arts, Arts and Sciences, Education, Business, and Law. Five have been funded to date through philanthropic and institutional support. For more details, visit <http://provost.uoregon.edu/content/2014-cluster-excellence-faculty-hiring-top-ten-proposals>.

The Director

The Director of the Phil and Penny Knight Campus for Accelerating Scientific Impact reports to the president of the University of Oregon and works closely with the senior leadership of the University. The Director collaborates with the Knight Campus' Internal Advisory Board (IAB), 20 faculty leaders from across the sciences, humanities, and professional schools, and will build and partner with an external advisory board in the coming years.

The Director is the scientific leader and operational head of the Knight Campus and provides the intellectual vision, strategic leadership, and operational and financial management for the Campus, its members, and its multiple research and entrepreneurial efforts. It is expected that the Director will build a senior team that complements his/her distinctive strengths, either scientific or managerial.

In collaboration with UO faculty, the Director will develop, articulate, and advance the scientific vision required to attract funding, talent, and partners to the Knight Campus. The Director will lay the groundwork for the development of the Campus into a key strategic asset for UO and the state of Oregon. S/he will promote collaboration and cooperation across the University, with affiliated institutions, and with other universities, notably OHSU and OSU, and will leverage resources to help create a distinctive profile within the national scientific community.

The Director will work with the Campus and UO faculty to catalyze new research directions and to promote linkages between the Campus and UO existing research and academic programs. The Director will recruit, develop, oversee, and inspire a talented cadre of world-class scientists, social scientists, engineers, and medical researchers.

Building external relationships with industry and government, connecting to strategic partners and affiliates, and securing philanthropic and research funding to propel the Campus forward will be central to the work of the Director.

Opportunities and Challenges

Formulate a scientific vision for the Knight Campus

An immediate task of the Director is to build upon existing discussions and initial activities to shape a distinctive scientific vision for the Knight Campus, with input and guidance from key stakeholders and with a focus on the innovation cycle. This will require the ability to create an intellectual atmosphere that promotes interdisciplinary collaboration and translational research; an understanding of the academic and scientific cultures and strengths of the University; and a clear sense of emerging and promising future research directions and societal needs. The Director will need to demonstrate a substantial breadth of scientific experience, outstanding scientific judgment, and wide-ranging external engagement.

Establish collaborative working relationships across the University

The Knight Campus is a university start-up and needs an entrepreneurial leader who can move the enterprise from concept to reality. The Director will work closely with UO deans, the vice president of research, center and institute directors, and other leaders, to sort through how the Campus operations intersect with, diverge from, and support those of the University. This will also include establishing mechanisms for promoting the dynamic engagement of UO faculty, including the potential relocation of some number to the Campus.

Create the foundation of the Campus

The Director will build the operational foundation of the Knight Campus, with the goal of creating processes and practices that embody the principles of the “impact cycle”, i.e., inquiry, insight, innovation, and impact. With a highly effective administrative nucleus already in place, the Director will have the opportunity to design and build from the ground up an operational structure that will foster scientific discovery and catalyze real-world innovation and impact. Envisioned as a nimble, entrepreneurial center of activity, the Knight Campus is part of UO yet somewhat unfettered by its institutional constraints. Finding the right balance in this governance and operational spectrum and creating the right systems and protocols to support it will be important early work for the Director.

Define and implement an educational agenda

The Director will lead the effort to establish an educational strategy for the Knight Campus that will contribute to its scientific, economic, and regional goals. In July 2017, UO’s renowned Graduate Internship Program (GIP) will move under the aegis of the Knight Campus to facilitate immediate and sustained connection with industrial partners throughout the state of Oregon. Doctoral and master’s level programs are envisioned to follow in applied and translational science, possibly with concentrations in one of several sub-areas. There is also significant potential to bring added value to existing undergraduate programs and to define new undergraduate offerings and degrees linked to the Campus.

Build external relationships with industry and academia

The Knight Campus seeks to nurture the chain of research and discovery from basic science to translational impact in one location. Realization of this goal, however, depends on building strong partnerships with key institutions and organizations across the state. Oregon State University, the land grant institution, is home to engineering and Oregon Health and Science University anchors the state’s medical research enterprise. Complementary and critical to the Knight Campus vision, OHSU and OSU are important partners that the new Director will need to develop and steward. Technology transfer and commercialization organizations such as the Regional Accelerator and Innovation Network (RAIN), Oregon Nanoscience and Microtechnologies Institute (ONAMI), and Oregon Translational Research and Development Institute (OTRADI), will be additional elements in the impact ecosystem that the new Director will work to build and sustain.

Recruit, develop, and retain eminent Knight Campus faculty

In collaboration with the University's academic leadership, the Director will lead the effort to recruit, lead, and develop faculty who will contribute to the realization of the Knight Campus scientific vision. Knight Campus faculty will have their tenure homes there and the Director will guide the definition and implementation of tenure and promotion protocols and processes. The Campus represents a significant hiring opportunity, with about 15 hires anticipated in the coming few years, and an additional 15 to be recruited in the second phase of the campus. It is expected that the Director will attract exceptional faculty at the junior and senior levels. Through recruitment, development, and retention of the very best faculty, the Director will turn the Knight Campus vision into a powerful reality.

Promoting the Knight Campus and securing additional funding

Communicating with federal agencies, engaging broadly with the scientific research community externally, and creating excitement about the Knight Campus and its vision will be important aspects of the Director's role. This will require leveraging and extending relationships and networks in government, industry, and academia.

At the same time, the Director will play a critical fundraising role for the Campus, working with key donors, collaborating with University leadership, and securing new funding sources to realize the full impact of the Knight Campus vision. This will also involve economic development, workforce development, and commercialization initiatives in conjunction with Oregon state leaders.

Qualifications and Characteristics

The University of Oregon seeks an exceptional leader from academia, industry, or government with a national presence in interdisciplinary research circles, experience building or operating a high quality operation in this arena, and the communication skills and leadership presence to represent the Knight Campus externally. A doctorate in a discipline represented in the Campus is assumed and candidates holding Professor or equivalent rank are strongly preferred. The University will look to the Director to lead all aspects of this key center of research excellence and innovation.

The successful candidate will ideally have:

- An internationally recognized track record of scientific achievement as evidenced by an outstanding publication record and the appropriate external indicators.
- A track record of visionary leadership, strategic thinking, and effective planning coupled with the demonstrated capacity to build consensus and provide the decisive leadership required to implement a strategic vision and build the operating platform to support it.
- Evidence of building, facilitating, and supporting highly integrative research programs that span broad areas of science research across multiple disciplines.
- Experience working in complex, multi-stakeholder environments and strong communications skills; the ability to build successfully at multiple interfaces (e.g. UO colleges and departments, other Oregon universities, and industry) and to integrate activities so that the Campus and its partners are mutually strengthened through collaborations.

*Director
The Phil and Penny Knight Campus for Accelerating Scientific Impact
University of Oregon*

- Significant and successful management experience in large research and development enterprises including a demonstrated record in building and leading academic units, departments, or institutes/centers of comparable scale.
- A demonstrated ability to recruit, retain, and direct first-rate scientists.
- Sufficient experience with large government agencies, foundations, industry, and philanthropy to have developed a thorough understanding of funding opportunities and pathways and strategies to successfully attract sufficient support to ensure the financial success of the Knight Campus.

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 via the Isaacson, Miller website for the search: www.imsearch.com/6030. Electronic submission of materials is strongly encouraged.



*Recruiting exceptional leaders
for mission-driven organizations*

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