



Pomona, California

PROVOST and SENIOR VICE PRESIDENT

OVERVIEW

Western University of Health Sciences (WesternU) is pleased to invite nominations and applications for the position of Provost and Senior Vice President. The Provost is the University chief academic officer, responsible for administration of all academic operations and educational standards. This leader maintains the standing of WesternU in the academic community and as to state, regional, and national accreditation. The Provost works closely with the President to sustain relationships with community, governmental, and professional bodies and in representing the University to the public.

For 40 years, WesternU has had a special mission: educating future-ready health-care professionals who have scientific excellence and a humanistic, compassionate approach to patient care. WesternU has the broadest array of graduate health sciences colleges in the United States, and its alumni rank among the top leaders in health care throughout the country and, increasingly, the world.

At the main campus in Southern California—WesternU Pomona—the University is home to 3,500 students in nine health sciences colleges, 21 degree and certification programs, and 1,100 employees. As one of the most thriving institutions in the Pomona and Inland valleys encompassing 22 acres, WesternU Pomona has led the transformation of downtown Pomona into a thriving mix of retail, commercial, and educational enterprises.

The University also operates a second campus in the Pacific Northwest, in Lebanon, Oregon. This campus, known as WesternU Oregon, includes more than 400 students in osteopathic medicine and physical therapy with other health sciences in planning stages, as well as nearly 100 employees.

All WesternU programs have professional accreditations, and the University is accredited by the WASC Senior College and University Commission.

Further information about the University is given in this position profile and is also available at <https://www.westernu.edu>. Application procedures are described at the end of this profile.

WESTERN UNIVERSITY of HEALTH SCIENCES A Brief History

Western University of Health Sciences embarked on a special mission when it opened its doors in 1977 as the College of Osteopathic Medicine of the Pacific (COMP): Educating future-ready health-care professionals who have scientific excellence and a humanistic, compassionate approach to patient care. Now, 41 years later, the WesternU mission endures: **“To produce, in a humanistic tradition, health care professionals and biomedical knowledge that will enhance and extend the quality of life in our communities.”**

From an inaugural class of 36 students in 1978, by 1986 enrollment in COMP had grown to more than 400. That same year, the addition of the Master of Science in Health Professions Education program paved the way for what would become first the College of Allied Health Professions and now the College of Health Sciences, which includes the Doctor of Physical Therapy, Physician Assistant, and Masters of Sciences in Health Sciences programs. The University continued to acquire former Pomona Mall buildings, remodeling them and converting them to educational use.

The campus grew over the next 10 years, with enrollment jumping dramatically in 1996, when the addition of a College of Pharmacy coincided with the institution’s adoption of its current name, Western University of Health Sciences. The year 1998 was another landmark for WesternU, as the College of Graduate Nursing was founded in March, and the College of Veterinary Medicine—the first veterinary college in Southern California—was established just five months later.

In 2009, the University welcomed inaugural classes in three new colleges: Dental Medicine, Optometry, and Podiatric Medicine. In conjunction with that academic expansion, the University further expanded the physical campus, erecting an 180,000-square-foot Health Education Center, a Patient Care Center, and a 600-car parking garage. The ninth college, the Graduate College of Biomedical Sciences, welcomed its inaugural class in January 2010.

In 2011, WesternU made its mark beyond the boundaries of the Pomona campus with the addition of a new campus for osteopathic medical students in Lebanon, Oregon. This campus, known as WesternU Oregon, graduated its inaugural class in June 2015 and currently includes more than 400 students in osteopathic medicine and health sciences.

WesternU Pomona, now encompassing 22 acres, led the transformation of downtown Pomona into a thriving mix of retail, commercial, and educational enterprises. More widely, Western U alumni number more than 15,000, and many rank among the leaders in health care and medicine throughout the country and the world. In 2016, WesternU named Dr. Daniel R. Wilson its second president, following the remarkable 38-year tenure of its founding president, the late Dr. Philip Pumerantz.

WESTERN UNIVERSITY OF HEALTH SCIENCES General Information

Colleges. Western University of Health Sciences is composed of the following colleges:

[College of Osteopathic Medicine of the Pacific,](#)
_____including the [COMP - Northwest Campus](#)

[College of Health Sciences](#)

[College of Pharmacy](#)

[College of Graduate Nursing](#)

[College of Veterinary Medicine](#)

[College of Dental Medicine](#)

[College of Optometry](#)

[College of Podiatric Medicine](#)

[Graduate College of Biomedical Sciences](#)

Detailed information on each college may be obtained by clicking on the links above.

Strategic Planning. The first University-level strategic plan for WesternU was created in 2005, with many ambitious goals set to be achieved by 2015. Following the opening of four new colleges from 2007-10 and establishment of a Pacific Northwest campus of the College of Osteopathic Medicine of the Pacific in Lebanon, Oregon in 2011, much of the plan had already been completed by June of 2011. At the end of 2011, President Pumerantz determined that a new plan should be created for the University that built on what had already been accomplished and refreshed plans for the next five years, in light of past achievements and current conditions. Several initiatives resulted from the 2011-12 Plan, including establishment of a Spay & Neuter Clinic in Van Nuys, California, operated by the College of Veterinary Medicine, and ownership/operation of a Rancho Mirage clinic—known as We Care Dental—of the College of Dental Medicine.

In 2017, President Daniel Wilson initiated a new strategic planning process, “Achieving Aspirations.” The plan, approved by the Western University Board of Trustees in August 2018, is built on the foundation of Education, Research, and Service as overarching goals of the University, to be achieved and sustained through five Strategic Pillars: Educational Excellence and Online Learning, Interprofessionalism, Collaboration and Partnerships, Revenue Diversity, and Innovation and Operational Excellence. The Plan has been mobilized through creation and launch of Strategic Performance Groups that include more than 100 faculty, staff, and administration throughout the University. For more information about “Achieving Aspirations,” see:

<https://www.westernu.edu/university/university-about/strategic-plan/> .

Admissions and Enrollment. WesternU enjoys a positive admissions and enrollment environment. Over the past four years, the number of applicants to the University overall has grown steadily from 13,647 to 16,767, for approximately 1,100 positions annually.

For the 2018-19 academic year, 2,265 of the 16,767 applicants were offered admission, for a selectivity rate of 13.5%. Of the 2,265 offered admission, 1,081 enrolled, for a yield rate of 47.7%. Of the 1,081 new students, 1,003 were of a single identified ethnicity, and of these 43% were Asian, 15.2% Hispanic/Latino, and 3.2% Black/African American. Seventy-six percent of these new students were considered In-State Residents (CA or OR); 11% came from other western states; and 13% from other areas. Total enrollment in 2018-19 is 3,833: 61% female and 39% male; 75% are considered In-State Residents (CA or OR), 11% are from other western states, 12% other states, and 2% international.

Financial Aid. Ninety percent of WesternU students receive financial aid or participate in loan programs; the default rate is only 0.4%. WesternU offers multiple scholarships ranging from \$100 to the cost of tuition. The Financial Aid Office (FAO) administers a variety of federal, private, and institutional student assistance programs, using the latest technology to help streamline the financial aid process, saving time, and making the process more convenient for all students.

Faculty and Staff. The current full-time faculty number 298, with an additional 98 adjunct/part-time faculty. The full-time administration and exempt staff number 307, supported by an additional 464 non-exempt staff. In addition to these University employees, there are several thousand clinicians who supervise WesternU students in clinical rotations off-campus.

Campus and Facilities. The 22 acres of WesternU's Pomona campus contain 14 buildings at the east end of the city's downtown shopping district. In addition to facilities supporting the degree-granting programs, this physical plant also includes the new Center for Innovation along with a number of patient care centers and pet care centers: Medical Center, Eye Care Institute (with a branch in Culver City), Dental Center, Foot & Ankle Center, Pharmacy, Travel Health Center, Harris Family Center for Disability and Health Policy, along with the Veterinary Medicine, Clinical, and Pathology Centers.

Library and Information Technology. The Harriet K. and Philip Pumerantz Library supports excellence in the education, research, and clinical activities of WesternU through the provision of information resources. The four-story library building houses the Library, University Archives, and Offices of Information Technology, providing a multitude of services and resources to the WesternU community. A Virtual Learning Center also was installed on the first floor in August 2015. Faculty, students, and staff enjoy online access to the library catalog and the library's electronic resources from personal computers and mobile devices, both on and off campus.

Computing services at WesternU are overseen by the Department of Information Technology (IT), which includes the Banner Information System, Instructional Technology and Distributed Learning (ITDL), and Network Operations and User Support. The IT Department leverages technology to increase the efficiency of academic and business processes. Consultation is provided to faculty, staff, and students on the best uses of existing university technologies, with recommendations on the acquisition and integration of new technologies as needed to address academic and business needs.

Student Life and Success. Currently, 146 student clubs are established on the Pomona and Lebanon campuses. The umbrella for all student clubs is the Student Government Association. Student clubs facilitate hundreds of events every year including community health fairs, general community service, lectures, fundraising for third parties, and more. Students are encouraged, individually and collectively, to express their views on issues and administrative policy on campus. Through the elected representatives of the student body and membership on various University and College committees, students have the opportunity to participate in the administrative activities of the University. WesternU graduates are successful: the student placement rate for the class of 2017 was 97.9%.

Alumni. The Office of Alumni Relations is home to the WesternU Alumni Association and its 15,000 members. The Alumni Office exists to keep all current and future Western University of Health Sciences graduates connected to one another and the University, as well as to their respective colleges/programs. The Alumni Office promotes dozens of events to alumni each year, including reunions, on-campus lectures, receptions at professional conferences, and regional social events. Alumni live in all 50 states, as well as a dozen U.S. territories and foreign countries.

Finances. For 2017-18, WesternU's operating budget totaled more than \$199 million. The University had approximately \$374 million in total assets. Tuition comprises 89% of total revenue, and the University has received around \$27.6 million in research support, gifts, grants, and contracts from government and private sources since the beginning of 2015. The endowment totals \$43.2 million and produces annual revenue of approximately \$2.1 million. The most recent capital campaign, "The Case for Western Expansion," was completed in 2013 and raised \$54 million against an original goal of \$35 million.

Governance: The University is governed by a dedicated Board of Trustees consisting of 15 voting members representing professions relevant to the training of those entering the health sciences. Their professional backgrounds include banking; health care provision; higher education and curriculum development; hospital administration; law; medical education, training, and administration; nursing education, training, and administration; pharmacy; veterinary clinical and business enterprise; and volunteer community service. The Board meets quarterly and conducts its work largely through seven standing committees: Executive; Executive Compensation; Audit; Business, Finance & Investment; Strategic Planning; Development; and Academic Affairs. The President plays a central role with trustee leadership in setting goals and direction for the University and in securing resources.

Accreditation. Western University of Health Sciences is accredited by the Senior College and University Commission of the Western Association of Schools and Colleges (WASC), an institutional accrediting body recognized by the Commission on Recognition of Post-secondary Accreditation and the U.S. Department of Education. The most recent WASC accreditation visits were in 2016-2017, resulting in an eight-year accreditation for the University effective June 2018. WesternU also is approved as a

degree-granting institution by the Superintendent of Public Instruction of the State of California.

PROVOST and SENIOR VICE PRESIDENT

The Position

Since February 2012, the position of Provost at WesternU has been combined with that of Chief Operating Officer and has been admirably filled by Dr. Gary Gugelchuk, who has served WesternU in various capacities for more than 30 years. In recognition of the recent University growth in size and academic offerings, and in tandem with Dr. Gugelchuk's planned retirement in 2019, a separate position of Chief Operating Officer will be established, and the position of Provost will return fully to its central, traditional role as chief academic officer, under the new title of Provost and Senior Vice President.

The Provost, as chief academic officer, has ultimate responsibility for leadership of the University academic mission and for the academic accountability of all WesternU programs, including matters of academic policy, curriculum, and faculty appointment and promotion. The College deans report directly to the Provost, and the Provost will retain role of Accreditation Liaison Officer to WASC. As part of the senior management team, the Provost also collaborates with the Chief Financial Officer and the other vice presidents to advise the President on all matters of University policy.

Opportunities, Challenges, and Aspirations

Given the refocused role of the Provost, WesternU's recent expansion and growth, and the 2016 arrival of its second president, Dr. Daniel R. Wilson, following the 38-year term of the late founding president, Philip Pumerantz, this search comes at a special time for WesternU. Significant opportunities present themselves in general to the WesternU community—faculty, administration, students, alumni/ae, administration, staff, and community supporters—and in particular to the incoming Provost. Effective academic leadership is essential to sustain the University's strong position and to take advantage of possible new directions for development. A number of particularly important opportunities for such leadership have been identified by University constituencies.

- **Position of Provost.** With the refocusing of responsibilities, the position of Provost itself enters a period of transition and potential redefinition in the eyes of the campus community and surrounding communities. The internal momentum created by the current Provost provides his successor the opportunity to be a visible presence off campus as well as on, particularly as public speaker and WesternU ambassador in multiple settings, and also to earn a reputation as a communicative, transparent, and decisive leader.
- **Sense of Unity.** Rapid expansion and growth in colleges such as that recently experienced by WesternU can strain a university's sense of common purpose. In order to maintain WesternU's effective functioning as a single university, WesternU will continue to benefit from unifying programs and a consistent set of

policies and procedures. The new Provost has the opportunity to add to these efforts, especially by developing further the interprofessional approach called out in the mission statement. Such unifying efforts can also include continued reliance upon a strong, collaborative Dean's Council and contributions to well-oiled teamwork, communication, and trust among WesternU's senior leaders.

- **Executing the Strategic Plan.** The new Provost will arrive in the second year of an ambitious, seven-year strategic planning process led by President Wilson, *Achieving Aspirations*. It will fall to the Provost to contribute to the completion of the plan and to execute its academic thrusts, particularly involving the possibility of new degrees, new academic partnerships, and new campuses. In addition to the importance of maintaining coherence and consistency across colleges and degree programs in this execution, there will continue to be opportunities for creativity and innovation, particularly for updating and modernizing both program offerings and teaching modalities.
- **Setting Standards and Best Practices.** Education in the health sciences nationwide is growing in scale and importance, and WesternU has the continuing opportunity both to learn from the best practices being followed across the country and also to contribute to the setting of high standards at the graduate level. By staying abreast of and participating in nationwide developments, the Provost can play an important role as conduit between WesternU and the wider community of programs and institutions in the health sciences; WesternU's own strategic planning stands to benefit from this continued involvement.
- **Faculty and Staff.** The realignment of duties provides the Provost with additional time to devote to the heart of the academic program. A sense of mission and common purpose among the faculty and staff of WesternU is important, and these constituencies look to the Provost to be an inspiring leader, a thoughtful mentor, and a trusted colleague. From the start of the appointment, the Provost will have the opportunity to invest the time necessary to become well acquainted with the faculty and staff in each college and to build relationships that will cement a positive and highly productive working environment.
- **Management of Change.** As evidenced by its energetic growth, WesternU is still a young and agile institution, well poised to take its next "leap" into greater maturity and prominence nationally. However, such rapid change can be unsettling, and the Provost has the opportunity in a time of such change to help guide WesternU's maturation, to understand the shifts in institutional culture, and to listen carefully to all constituents. Becoming an effective communication "bridge" between the faculty and the President and trustees is one valuable potential role for the new Provost in this regard. Another opportunity in the institution's maturation process is further growth in shared faculty governance.
- **Motivating Confidence.** WesternU is blessed with dozens of dedicated and experienced academic staff members. There is, however, a sense that their talents

may not always be fully realized and that encouraging greater autonomy and self-motivation would optimize their own confidence and their value to the institution. This is an opportunity worth exploration by the Provost in the maturation of WesternU as a graduate institution.

Professional Experience and Personal Attributes

Western University of Health Sciences seeks a Provost with the combination of professional experience and personal attributes that will enable success in leading WesternU in its next stage of development and particularly in pursuing the opportunities outlined above. The appointee will ideally be one who has achieved distinction as teacher, scholar, and administrator, one with proven leadership capacity, deep commitment to education in the health sciences, and well-developed skills in cultivating excellence in academic programs. Especially important is building, directing, and supporting a faculty and staff in their growth and development.

Professional Background and Capabilities. In selecting the next Provost, WesternU will expect a professional background and a range of experience and capabilities that includes the following:

- **Academic credentials:** has an earned doctoral degree from an accredited institution of higher education, ideally in one of the health professions.
- **Experience:** has at least ten years of demonstrated successful experience as teacher, scholar, and administrator in progressively more responsible positions, with a proven track record in senior-level academic leadership (e.g., as director, chair, dean, and/or provost) and possessing the multiple skills related to curriculum administration and review, strategic planning, personnel management, accreditation, resource allocation, and fiscal management.
- **Mission orientation:** embraces the mission of WesternU, particularly the themes of student-centered learning for patient-centered care and interprofessional education and practice; understands the University's position in the United States health sciences community; and possesses a clear and demonstrated understanding of high quality teaching and research in graduate health sciences programs.
- **Visionary spirit:** is naturally inclined to take an innovative, even transformational view of the institution's future, encouraging the campus community to think entrepreneurially and consider new opportunities for growth and advancement.
- **Leadership style:** has a leadership style that exemplifies collaboration, transparency, self-confidence, and the ability to unite and invigorate a community around its vision; this includes working with many constituent groups in an environment of shared governance and motivating a community to high achievement and to value the participation and contributions of all its members.
- **Communication:** possesses excellent oral, written, and interpersonal communication skills, particularly the ability to interact with and inspire faculty, administration, staff, students, trustees, alumni, and other friends of WesternU; this includes the ability to be an alert and patient listener.

- **Team building and mentoring:** has the experience and good judgment to build a strong academic leadership team through wise appointments, clear delegation of duties, and careful mentoring, seeing as appropriate both the big and the little pictures, while also being an exemplary team player in collaborating effectively with members of the President's Cabinet.
- **Faculty and staff relations:** is experienced in all phases of faculty appointment and promotion and relates naturally and comfortably with faculty colleagues and all academic staff, taking strong interest in both their current performance and their growth and development.
- **Financial responsibility:** possesses financial acumen and experience, i.e. the demonstrated ability to be financially disciplined, responsible, and appropriately sophisticated in the areas of budget building and fiscal management, along with the ability to work openly and transparently with the Deans Council in stewarding WesternU finances.
- **Community orientation:** is committed to making outreach efforts as a natural ambassador for WesternU and to playing a useful role in activities of the surrounding community, both locally and nationally.
- **Resource building:** is self-motivated to engage as appropriate in fund-raising and marketing activities; has a record of successful experience in gaining financial support and in collaborating in major initiatives for strengthening such resources as operating and endowment funds and other forms of financial support.

Personal Attributes. In addition to the above professional capabilities, the Provost must possess such personal attributes as integrity, courage, and a clear sense of ethics, fairness, and responsibility. As the chief academic administrator and principal academic representative of WesternU in the broader community, the Provost should be honest and accountable and also possess the following attributes:

- A strong orientation to the service professions;
- An open, approachable, and engaging personality, with a naturally positive attitude and humility that fits well in the WesternU family;
- Evidence of drive and intrinsic motivation as a self-starter to succeed and to inspire others.
- A strong work ethic, with the diligence and stamina necessary to function effectively over a long period in a demanding environment;
- Decisiveness, the confidence to make decisions promptly and stick by them;
- Patience, a spirit of inquiry and life-long learning, a sense of humor, and openness to divergent points of view, accompanied by skin sufficiently thick to withstand criticism;
- The desire to participate actively in the life of WesternU, to be a visible member of its communities in Southern California and Oregon, and to move comfortably in its professional, civic, and social circles.

PROCEDURE FOR NOMINATIONS AND APPLICATIONS

Inquiries, nominations, and applications are invited. Review of candidates will begin immediately, and expressions of interest will be welcomed until an appointment is made. To ensure full consideration, applications should be received by Friday, November 9, 2018. Application materials should include a letter of interest, a *Curriculum Vitae*, and names and full contact information for five professional, confidential references. Calls to these references will occur only later in the search process and only with prior notification of candidates. All submissions will be treated in confidence and must be sent electronically (MS Word or .pdf format) to:

WesternUProvost@academic-search.com.

The University and Search Committee are assisted by:

Dr. R. Stanton Hales, Senior Consultant
Academic Search, Inc.
rsh@academic-search.com ✧ 707-693-3106

In accordance with all applicable federal, state, and local laws, WesternU is committed to ensuring a campus community free from unlawful discrimination. Accordingly, WesternU prohibits unlawful discrimination on the basis of race, color, national or ethnic origin, religion or religious creed, sex or gender (including gender identity or expression), marital status, sexual orientation, disability, age, genetic information, military or veteran status, or any other characteristic protected under applicable law, in the administration of its programs or activities. WesternU also prohibits unlawful harassment, including Sexual Harassment. Lastly, WesternU is committed to providing equal access to and equal opportunities to all members of its campus community in accordance with all applicable laws.