

# PROVOST/VICE PRESIDENT OF ACADEMIC AFFAIRS

## Search Profile

2026 | Yakima, WA



**Pacific Northwest**  
**University** of Health Sciences



# EXECUTIVE SUMMARY

Pacific Northwest University of Health Sciences (PNWU), located in Yakima, Washington, seeks an experienced, collaborative, and mission-driven academic leader to serve as its next Provost/Vice President of Academic Affairs (Provost).

Since graduating its inaugural class of 70 Doctors of Osteopathic Medicine in 2012, PNWU has grown substantially, with five health science programs designed to meet the needs of rural and medically underserved communities in the five-state region of the Pacific Northwest, including Washington, Alaska, Idaho, Oregon, and Montana. The College of Osteopathic Medicine, School of Physical Therapy, School of Occupational Therapy, School of Dental Medicine, and the Master of Arts in Medical Sciences program focus on producing healthcare professionals who reflect and serve the local communities. Originally established in 2005 as grassroots, private, non-profit health sciences university, and located on a collaborative, 70-acre health sciences campus, PNWU now serves 690 students across five health programs, 97 faculty members, and 203 staff, PNWU serves as a hub of collaboration and innovation.

Reporting directly to President Dr. Michael H. Mittelman and positioned as a key member of the President's executive leadership team, the Provost serves as the chief academic officer with responsibility for academic management and oversight of the University's five colleges, schools, and programs, as well as university services such as the Library, Center for Experiential Learning, the Northwest Inter-professional Health Collaborative (NIHC). The Provost also oversees the Office of Integrated Institutional Effectiveness (IIE), which encompasses institutional data management, reporting, assessment, planning, and accreditation. The Provost ensures that the University's high-quality programs, resources, infrastructure, and services are designed to support faculty success and career advancement. Towards those efforts, the Provost will work in partnership with the Vice President of Research, bolstering research endeavors and opportunities to advance the University's academic and scholarly excellence.

The Provost will join the University at a time of great momentum with the opportunity to build upon the success of PNWU's current 2025-2028 Strategic Plan and play a significant role in contributing to the development of the future strategic plan and leveraging PNWU's strengths in charting a path for its future. As a unifying and institution-wide leader, the Provost will partner with the President and others to elevate the academic standing of the University; support the professional growth and success of both faculty and staff; advance PNWU as an inclusive learning community; and cultivate a culture of optimism, trust, and collaboration.

The next Provost will be expected to invest in the recruitment, development, and retention of top faculty and university administrators; advance the capabilities and impact of the Office of the Provost; develop new and support existing programs; and advance organizational capacity. Candidates should have a demonstrated record of effectively utilizing existing resources and generating new resources to achieve institutional priorities; embracing technology and innovations in higher education; and building strong teams, empowering them to lead initiatives and activities that advance the strategic goals of an institution. Candidates must have a distinguished record of success leading and working collaboratively across a comprehensive array of diverse academic disciplines, as well as the ability to speak the nuanced languages of different programs with unique needs. Additionally, experience in establishing, formalizing, and implementing key institutional and academic policies, processes, and equitable practices with a university-wide lens to support the academic enterprise will be critical, as will evidence of fostering and nurturing a culture of shared governance.

Earned academic credentials suitable for full academic rank at PNWU and hold a Ph.D. or equivalent

terminal degree and clinical experience in an appropriate health sciences field or related discipline is required along with a minimum of eight (8) years of experience in academic administration at an institution of higher education, academic health center of similar complexity with progressive and broad experience leading across multiple graduate programs as a current or former Provost, Associate/Assistant Provost, Vice President of Academic Affairs, or Dean with evidence of service and scholarship. Preference will be given to individuals with administrative leadership and teaching experience in a health sciences higher education environment.

To submit a nomination or express interest in this position, please see the *Procedure for Candidacy* at the end of this document.

## Leadership

# Dr. Michael H. Mittelman, President

Dr. Mittelman's career began with a Doctor of Optometry degree from the Pennsylvania College of Optometry in 1980, followed by a distinguished 33-year tenure in the U.S. Navy Medical Service Corps. Rising to the rank of Rear Admiral, he served as Deputy Surgeon General of the Navy. He held key leadership positions such as Command Surgeon for U.S. Joint Forces Command and U.S. Pacific Command Surgeon. His global experience includes directing the Department of Defense's medical response to the 2011 Fukushima disaster.

In addition to his military service, Dr. Mittelman holds advanced public health and business administration degrees — an MPH from the University of Alabama at Birmingham and an MBA from Temple University's Fox Business School. He is a Fellow of both the American College of Healthcare Executives and the American Academy of Optometry. His numerous honors include the Legion of Merit, the Defense Superior Service Medal, and induction into the National Optometric Hall of Fame, underscoring his impact across multiple sectors.

Dr. Mittelman also brings extensive academic leadership experience, having served as President of Salus University from 2013 until its recent merger with Drexel University. During his tenure, he spearheaded initiatives in interdisciplinary collaboration, strategic growth, and community-centered education. His leadership style emphasizes deliberate planning, infrastructure development, and partnership-building — all aligned with PNWU's goals.

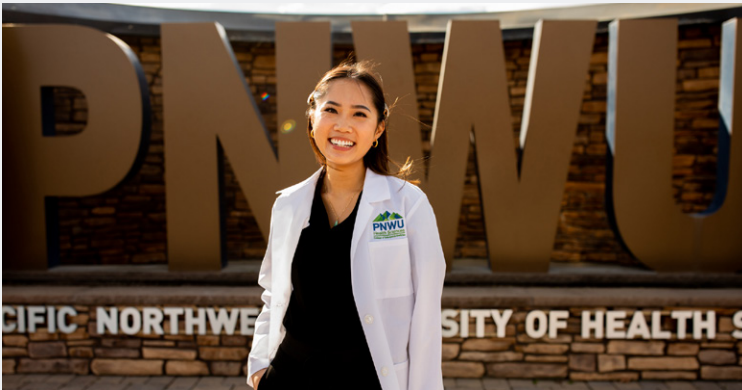
With a career rooted in service, innovation, and access, Dr. Mittelman is uniquely positioned to lead PNWU into its next chapter. His commitment to listening, learning, and fostering collaboration reflects a deep alignment with the University's values. With his arrival in August, 2025, Dr. Mittelman's credentials and vision signal a promising future for PNWU and the communities it serves.



# WELCOME

# TO

# PNWU



## Overview

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Pacific Northwest University (PNWU) was established as a grassroots initiative—created by our community, for our community.

Responding to a pressing healthcare crisis, PNWU became Washington's first new medical school in 60 years, driven by a mission to address the needs of rural and underserved populations.

Based in Yakima, Washington, PNWU's 70-acre campus boasts a collaboration-inspiring array of health sciences disciplines, all united under the University's mission of educating and training healthcare professionals emphasizing service in rural and medically underserved areas throughout the Pacific Northwest states of Washington, Alaska, Idaho, Oregon, and Montana.

PNWU's world-class health sciences education programs offer students access to the University's comprehensive anatomy lab, an experienced and engaging faculty, an ever-growing toolbox of medical technologies, a state-of-the-art medical simulation lab, a host of invaluable in-person interactions with simulated patients (SPs), cutting-edge telehealth training opportunities, and more.



# MISSION, VISION, AND VALUES



## OUR MISSION

Pacific Northwest University of Health Sciences educates and trains health care professionals emphasizing service among rural and medically underserved communities throughout the Northwest.

## MISSION FULFILLMENT GOALS

Student matriculation reflects the rural, Northwest, and medically underserved communities we serve.

Students achieve academic success.

Graduates achieve postgraduate success culminating in service to rural, Northwest, and medically underserved communities.



## OUR VISION: REVOLUTIONIZING COMMUNITY HEALTH



## OUR VALUES

### Mission-Driven

Committed to create, sustain, and improve quality educational programs specifically for rural and medically underserved communities.

### Compassionate

Every individual is respected and treated with consideration, kindness, and understanding.

### Student-Focused

Unwavering support for every student empowers all to realize their full potential.

### Collaborative

Working together with thoughtful actions, efforts, and concerns to meet each opportunity, issue, or challenge presented.

### Genuine

Real people providing real solutions which have direct impact on community health, resources, and outcomes.

### Healthy

At PNWU, you will learn what it means to be part of a healthy community, and how you thrive by being part of it.

# History and Growth

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Since graduating its inaugural class of 70 Doctors of Osteopathic Medicine in 2012, PNWU has achieved substantial growth, with five health science programs designed to meet the needs of rural and medically underserved communities.

The College of Osteopathic Medicine, School of Physical Therapy, School of Occupational Therapy, School of Dental Medicine, and Master of Arts in Medical Sciences program are all focused on producing healthcare professionals who reflect and serve the local communities.

PNWU's 70-acre interprofessional campus is uniquely dedicated to health sciences. With 690 students across five health science programs, 97 faculty members, and 203 staff, PNWU is a hub of collaboration and innovation.

Driven by a commitment to interprofessional education, our students work closely with each other, engaging in dynamic, hands-on training designed to prepare them to work cohesively in healthcare teams in rural and medically underserved areas.

## Faculty Appointment & Tenure at PNWU

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PNWU does not operate under a traditional faculty tenure system by design, reflecting the specialized mission of graduate health-sciences education and the dynamic nature of healthcare practice. Our academic programs must remain continuously responsive to evolving accreditation standards, licensure requirements, clinical competencies, and workforce needs. A non-tenure faculty model provides the flexibility necessary to ensure curricular relevance, instructional excellence, and institutional sustainability while supporting innovation and continuous improvement.

Importantly, the absence of tenure does not diminish faculty protections or academic freedom. Faculty rights and responsibilities, including academic freedom, shared governance, professional development, promotion, performance evaluation, and due process are clearly articulated and safeguarded through formal University policies and procedures. This framework promotes accountability, equity, and excellence while reinforcing a culture focused on outcomes, professionalism, and mission-driven impact this is aligned with the communities we serve.

## Strategic Plan 2025-2028

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PNWU strategic planning is designed to be dynamic; the priorities and goals of the three-year plan are reviewed each spring and operationalized through annual documents (Year 1 Plan, Year 2 Plan, etc.). The yearly plans provide more detail and reflect progress as goals are reached and new goals are identified. At the end of each fiscal/academic year, a retrospective report illustrates the level to which each goal was accomplished, and summarizes the activities and products associated with each goal. The plans and yearly reports are provided, as they become available, in the quick navigation area to the right. More information about the strategic plan can be found [here](#).





# FIVE PROGRAMS

# ONE MISSION



## College of Osteopathic Medicine

- Over 1,500 osteopathic physicians (DOs) graduated, with more than 50% going on to residencies in primary care specialties.
- Leading the nation in graduates practicing in primary care specialties, rural areas, and Health Professional Shortage Areas.



## Master of Arts in Medical Sciences

- A one-year program introducing students to a broad range of health care topics while strengthening academic credentials for admission to health care professional programs.
- 92% of graduates advancing to a health professional school or career.



## School of Physical Therapy

- Focused on training movement system experts to serve rural and underserved communities.
- Students participate in integrated clinical experiences serving underinsured clients starting in their first year.



## School of Occupational Therapy

- Prepares occupational therapists as leaders, scholars, and change agents to serve rural and underserved communities.
- Inclusive admissions process designed to lower barriers to entry.



## School of Dental Medicine

- Washington State Dental Association calls the program “one of the most innovative in the country.”
- Students gain real-world experience at one of three FQHCs during years two-through-four.



# MISSION FULFILLMENT

PNWU is a national leader in healthcare education, producing graduates who are committed to serving rural and medically underserved communities.

Our diverse student body is a reflection of our mission to train healthcare professionals who are prepared to meet the needs of our communities.



## Leading the Nation

PNWU-COM ranks fourth for graduates practicing in primary care, third for those serving rural areas, and tenth for those practicing in health professional shortage areas.



## Inclusive Education

Underrepresented minorities make up 21.3% of our enrolled students, women make up 58.4%, and first-generation college students make up 21.3%.



## Diverse Alumni

74.6% of PNWU's 1,752 graduates hail from the Pacific Northwest. 36.0% are from rural areas, and 29.4% are from Medically Underserved Areas.







# COMMUNITY CONNECTIONS

PNWU was designed to serve underserved populations through strong community partnerships, student volunteerism, and inclusive campus initiatives. Our collaborations with local health centers and community clinics provide vital healthcare to those in need.

PNWU students and employees engage in service that directly impacts our communities, with programs aimed at connecting our campus with the next generation of health science students, fostering growth, mentorship, and cultural exchange.

## Partnerships

Collaborating with local health centers like Yakima Neighborhood Health Services and Yakima Valley Farm Workers Clinic to provide care to underserved populations.



## Volunteering

Students and faculty engage in with numerous community service oriented service-oriented venues, including clinics that serve the uninsured and those living with housing instability, contributing vital healthcare services where they are most needed.

## Inclusive Student Life

With over 40 active student clubs and an engaged Student Government Association, our students foster a culture of support and community involvement.



## Roots to Wings

A transformative co-mentoring pathway program, Roots to Wings brings PNWU health sciences students together with local Native American and Mexican-American students to explore the wonders of science, culture, health, community, and tradition.



# WELCOME TO YAKIMA

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Located in the heart of Central Washington's fertile and sun-soaked Yakima Valley, PNWU's Yakima campus is designed to foster the kind of teamwork that leads to better patient outcomes.

Yakima is home to a diverse population, including a large Hispanic/Latino community. The surrounding area offers outdoor adventures, from hiking and skiing to fishing, all with the stunning backdrop of Mount Rainier and the Cascade Mountains.

Drenched in Yakima's famous "300 days of sunshine," PNWU boasts innovative medical simulation centers, a comprehensive anatomy lab, and collaborative study spaces, enabling diverse backgrounds and personal and professional perspectives to gather at the same table, ensuring that healthcare—truly a team sport—is practiced at the highest level.

Learn more about Yakima at [www.visityakima.com](http://www.visityakima.com).



YAKIMA



# THE ROLE OF THE PROVOST/VICE PRESIDENT OF ACADEMIC AFFAIRS

At the direction of and in close partnership with the President, the Provost and Vice President of Academic Affairs provides distinguished academic and administrative leadership to advance the mission of PNWU. Serving as the chief academic officer, the Provost is responsible for academic management and oversight of the University's five colleges, schools, and programs, including the [College of Osteopathic Medicine](#), [School of Physical Therapy](#), [School of Occupational Therapy](#), [School of Dental Medicine](#), and the [Master of Arts in Medical Sciences program](#), as well as university services such as the Library, the Center for Experiential Learning, the [Northwest Interprofessional Health Collaborative](#) and Integrated Institutional Effectiveness (IIE), which encompasses institutional data management, reporting, assessment, planning, and accreditation.

The Provost ensures that the University's high-quality programs, resources, infrastructure, and services are designed to support faculty success and career advancement. The Provost collaborates with the Vice President of Research to support scholarship and research endeavors and facilitate opportunities to advance the University's academic and scholarly excellence. Additionally, the Provost works closely with the Dean of Students and the Vice President of Strategic Enrollment to support students, while also serving as a key member of the President's senior leadership team overseeing overall university operations.

The Provost establishes and upholds academic policies and priorities, sets standards for student quality, functions as an exemplar of faculty conduct, and ensures the University maintains the highest level of educational excellence. Additionally, the Provost is accountable for the recruitment, development, retention, and performance of outstanding faculty and academic administrators who demonstrate excellence in both teaching, research and service.

The Provost manages a comprehensive portfolio with a budget of approximately \$532,000 and leads over 100 faculty and staff across the academic enterprise. Success in this role includes the ability to work collaboratively across a comprehensive array of diverse academic disciplines and to speak the nuanced languages of different programs with unique needs, both for students and faculty, while bringing an institution-wide lens to opportunities for synergies, consistency, standardization, and equity.

## Leadership

- Provide effective academic leadership and robust administrative oversight of personnel, programs, accreditations, and policies within the academic enterprise.
- Oversight responsibility for the recruitment, hiring, retention, and performance management of high-caliber faculty and academic administrators.
- Work with the departments, schools, and the President, and as appropriate, regulatory agencies, to achieve approval of new academic programs.
- Develop with the Vice President of Enrollment Management and team, as well as deans, an enrollment management strategic plan that improves student quality, recruitment and retention, and coordinates its implementation for the University.
- Share responsibility for evaluating, recruiting, and recommending faculty appointments, promotions, and terminations to the President.



## **Academic Excellence & Institutional Effectiveness**

- Hold ultimate accountability for all academic programs and curricula, including oversight of the library, simulation center, accreditation, assessment, institutional data and reporting, and new program development.
- Lead institutional and programmatic accreditation efforts, ensure follow-through on recommendations, and establish metrics, benchmarks, and data-informed decision-making aligned with Board and accreditor expectations.
- Continue and strengthen the efforts to improve program quality and competitiveness through internal and external partnerships in education, research, and service.
- Establish university-wide measures of institutional effectiveness, faculty workload, monitor progress and compliance, and foster interdisciplinary teaching, research, and innovative academic program development utilizing new technologies and pedagogical methods.

## **Leadership Development**

- Lead the development, coaching, and empowerment of deans and other direct reports, supporting their efforts in teaching, scholarship, and faculty development. Strengthen the culture of accountability and related processes.
- Advance programming and pathways for faculty development.

## **Research**

- Collaborate with the Vice President of Research and the President to strategically invest in and advance research initiatives aligned with PNWU's mission.
- Strengthen research infrastructure and support systems to foster faculty and student scholarship and improve community confidence in PNWU's research future.
- Champion the alignment of research priorities with institutional resources, ensuring sustained progress and impact within and beyond the university and the communities PNWU serves.

## **Strategic Planning and Implementation**

- Collaborate with the President and other members of the executive leadership team to create and implement strategic academic plans and initiatives aligned with the University's priorities, leveraging data-driven decision making.

## **Financial Management**

- Oversee and steward the budget for the academic enterprise, ensuring that budgetary investments are closely tied to strategic initiatives in collaboration with the Vice President for Finance.

## **Collaboration**

- Work in close partnership with members of the executive leadership team, including vice presidents for strategic enrollment, student affairs, finance, human resources, and research in advancing institutional priorities.
- Build strong relationships with the PNWU faculty senate and staff council, approaching these partnerships collaboratively and ethically to ensure academic policy and decision-making processes are relevant and upheld.

# LEADERSHIP OPPORTUNITIES

The Provost/Vice President of Academic Affairs serves as an integral and vital part of the University's executive leadership team, working alongside the President to lead the direction of the University as a whole. The new Provost will be asked to partner with the President to strengthen a distinctive academic identity for the University that builds on its strengths and anticipates its future. In addition, the next Provost will be asked to advance the following strategic priorities:

## **Serve as a Key Contributor in Shaping a New Institutional Strategic Direction**

Currently, PNWU has a comprehensive 2025-2028 Strategic Plan in place, which focuses on themes of mission fulfillment, sustainability, faculty and staff development, and governance systems with the following five goals:

- Advance academic excellence and institutional quality
- Advanced student financial well-being and access
- Strengthen pathways and partnerships for recruitment and retention
- Optimize institutional operations and effectiveness
- Foster a supportive and inclusive learning and working environment

While significant progress continues to be made in each of these key themes against the institutional goals, the President and executive leadership team are currently engaged in strategic scenario planning, expected to take about six months, that will inform priorities for PNWU's future strategic plan. Thus, the Provost will join the community at an opportune time to both build upon the success of the current plan and to play a significant role in contributing to the development of the future strategic plan and leveraging PNWU's strengths in charting a path for its future.

## **Establish a Reputation of Trust, Transparency, and Accountability**

The new Provost will embrace and enhance an evolving institutional commitment to shared governance structures and principles, establishing authentic relationships, building trust, and fostering an inclusive and responsive campus climate. As a strategic leader on all aspects of the academic enterprise, it is expected that the Provost will be a collaborative, communicative, and transparent leader who regularly and proactively engages with faculty, staff, and students with a visible presence. Active solicitation of feedback and perspective in decision making for the good of the institution, championing the mission of the institution and the people who contribute to its attainment, and working across different constituencies to thoughtfully craft policy and programming will be critical.

The Provost will establish constructive relationships with the faculty senate and staff council, promoting a culture of information sharing, collaborative decision-making, and effective execution across all governance entities in pursuit of the University's mission. Additionally, the Provost will be expected to discuss the implications of various paths and decisions in a clear and transparent manner that promotes understanding, supports the University's direction, gains both input and buy-in, and leads to the fortifying of a robust, resilient, and cohesive community.

## **Build University-Wide Academic Infrastructure to Sustain and Advance Future Growth**

As frequently seen in organizations experiencing rapid growth, infrastructure investments may not consistently align with the pace of expansion. This challenge is present at PNWU, which has rapidly grown from a single College of Osteopathic Medicine to a graduate health sciences university with several distinct programs. Thus, the Provost will step into their role during a pivotal



phase of the institution's progression towards its full maturity as a university and its ability to fulfill its mission in research and teaching.

The PNWU community desires a leader who will be inspired by the charge to serve as a builder of the comprehensive infrastructure needed to support the academic enterprise. This includes designing, establishing, formalizing, and implementing key institutional and academic policies, processes, and equitable practices with a university-wide lens to support continued success, foster long-term academic capacity and institutional resilience, and strategically position the university for future growth and expansion.

This position requires a leader with a strong history of evaluating, improving, redefining, and implementing effective strategies, policies, and procedures across various programs. To build an infrastructure that enables faculty and staff to excel, the Provost should possess previous experience in driving both organizational and cultural change, as well as the tact, composure, and humility necessary to turn ideas into reality. This includes knowing when to champion adjustments or continue established practices and recognizing which traditions and practices to honor to preserve.

Additionally, success in this role depends on fostering a cohesive academic community by engaging with all programs, actively breaking down silos, reducing barriers, and minimizing unintended competition between programs. Establishing an environment that promotes shared governance, values every voice, empowers academic leaders to address key priorities, and removes unnecessary administrative obstacles will be key. While crafting a university-wide approach to academic infrastructure, the Provost must also respect each program's distinctive characteristics and integrate specialized practices required for accreditation when appropriate. At the same time, balancing the interests and needs of all academic and administrative divisions of the University is essential to prevent any one program from overshadowing the others.

## **Faculty Workloads, Development, Retention, and Wellness**

The PNWU faculty are dedicated to fostering student achievement, advancing the institution's mission, and upholding the University's core values of collaboration and compassion. As the organization has undergone substantial growth and leadership transitions in recent years, there has inevitably been turnover among faculty, which may contribute to increased risk of burnout due to evolving and expanding responsibilities for those who remain. Furthermore, these circumstances have posed difficulties in recruiting new faculty members, particularly in attracting physician faculty from clinical practice into academia.

The PNWU faculty look forward to welcoming a Provost who is deeply committed to engaging with faculty members, actively listening, and understanding their needs and challenges. It is crucial that this academic leader demonstrates genuine concern for the professional and personal well-being of faculty. In their first year, the Provost should prioritize developing a university-wide workload model and philosophy, as significant inequities across programs currently challenge faculty retention and well-being. The ideal candidate will have a proven track record of creating and implementing workload models suited to institutions like PNWU, recognizing and addressing disparities, and leading faculty development initiatives, mentoring programs, and innovative strategies that enhance faculty welfare. Moreover, collaborating with other leaders and the Vice President of Human Resources and Workplace Experience to establish a comprehensive succession planning framework will be essential to maintaining continuity, minimizing disruptions to academic activities and minimize the impact on both faculty and support staff who inevitably carry the loads during times of transition.

## **Oversee Development and Launch of the Master of Science in Biomedical Sciences (MSBS) Program**

In December of 2025, the Northwest Commission on Colleges and Universities gave PNWU the approval to proceed in transitioning the current one-year Master of Arts in Medical Sciences (MAMS) program into a Master of Science in Biomedical Sciences (MSBS) program. While this

represents an incredibly exciting new chapter for the PNWU community, the MAMS program will continue to run through at least the end of this academic year, if not slightly longer, while new MSBS program is developed. Thus, it will be incumbent upon the incoming Provost to oversee the collaborative effort to develop the new and robust MSBS program and manage with care and clarity a communication plan to students, faculty, staff, alumni and the community about the transition and its future launch. Thus, the new leader will need to bring demonstrated experience in leading the development and implementation of new graduate level academic programs, particularly in transitioning and launching graduate-level initiatives within higher education and a proven ability to manage clear and effective communication strategies with diverse stakeholders, internally and externally, during periods of academic transition and program change.

### **Partner to Advance and Strategically Invest in Research**

Research lies at the heart of PNWU's mission. Its communities serve as laboratories, and the collaborative efforts of PNWU's interprofessional campus foster solutions for residents. The institution takes pride in its research achievements and is building momentum to further enhance its research capabilities. However, due to recent leadership transitions, research has not received the focused and strategic attention necessary for sustained progress. Thus, with the arrival of Dr. Mittelman and increased stability in senior administration in recent months, significant opportunities now exist for the incoming Provost to partner with both the Vice President of Research and the President to drive strategic investment in research. As a result, there is the opportunity to restore community confidence in PNWU's research future, support faculty and student scholarship, improve research support and infrastructure, and ensure that research priorities are aligned with PNWU's mission and available resources.

### **Assess Office of the Provost**

The Provost will assume responsibility for an accomplished team of professionals who comprise the Provost's leadership team, each playing a pivotal role in advancing PNWU's strategic priorities. Presently, the Office of the Provost consists

of approximately eleven direct reports, including the deans and directors of the five individual academic programs, as well as leaders overseeing shared services offerings including an Assistant Provost for the Center for Experiential Learning, an Assistant Provost of Institutional Effectiveness, the Library Director, the Director Academic Technology, a Senior Executive Assistant, and oversight of the Northwest Interprofessional Health Collaborative.

Given the organization's complex yet relatively flat structure, the incoming Provost will have the opportunity to evaluate the current configuration and identify ways to enhance organizational synergy through reorganization and integration where appropriate. This restructuring aims to ensure that leadership can proactively and strategically support institutional goals rather than react to external pressures. The incorporation of Academic Technology further presents significant opportunities for innovation, especially with the arrival of a new LMS system. Experience with organizational restructuring, academic technology management, and technology optimization will be essential, as will expertise in leading change efforts to communicate and socialize any changes with institutional partners.

### **Serve as an Academic Ambassador in the Region**

Working closely with the President Mittelman and other members of the executive leadership team, the Provost will be charged with playing a key role in strengthening the University's impact, reputation, and brand. The University's Provost must be one of its best cheerleaders, touting PNWU's unique engagement with and for the community in all aspects of its mission. While excellent collaborations exist today with community partners, there are opportunities for expansion to advance a university-wide approach, strategy, and even establish necessary resources to support further opportunities for academic partnerships, clinical pipelines, and feeder relationships across the five-state region. This requires a leader who is energized by the charge to serve as a proactive ambassador with an external presence and who brings demonstrated experience strategically and effectively building and sustaining meaningful partnerships within their communities and



evidence of raising visibility for their institution within their region.

### **Cultivate a Culture of Assessment**

As the Provost leads strategic discussions regarding future programmatic directions for PNWU, it is essential to maintain a sustained and proactive approach to advancing accreditation efforts across all programs and diligently addressing all recommendations. This commitment entails fostering a culture in which the institution strives not only to meet baseline expectations and accreditation standards but also to excel, establishing systems and processes that prepare the community for ongoing improvement. These efforts should be seamlessly integrated into daily operations, supported by defined metrics and regular,

data-informed decision-making aligned with accreditors' expectations.

The incoming Provost will possess extensive experience in supporting and understanding diverse program assessment and evaluation of effectiveness. Additionally, the Provost will effectively align these efforts with the institution's strategic priorities and demonstrate comprehensive knowledge of contemporary accreditation requirements. Collectively, these qualifications will enable the Provost to guide the university through upcoming programmatic reviews, streamline assessment processes, and provide leadership with enhanced insights to inform ongoing strategic initiatives and planning.

## **PROFESSIONAL QUALIFICATIONS & PERSONAL ATTRIBUTES**

The new Provost will be an innovative, agile, creative, collaborative, and proactive professional who embraces both an entrepreneurial and university-wide mindset and will work with colleagues across the institution in a spirit of partnership, transparency, accountability, and fiscal responsibility. The Provost, in leading PNWU's cohort of deans, will leverage their strengths as academic and administrative leaders to drive collaborative academic growth and impact across the campus. The new Leader will cultivate a high-trust culture throughout the PNWU community and will possess the following professional qualifications and personal attributes.

**Academic Credentials & Experience:** Earned academic credentials suitable for full academic rank at PNWU and hold a Ph.D. or equivalent terminal degree and clinical experience in an appropriate health sciences field or related discipline; minimum of eight (8) years of experience in academic administration at an institution of higher education, academic health center of similar complexity with progressive and broad experience leading across multiple graduate programs as a current or former Provost, Associate/Assistant Provost or Dean with evidence of service and scholarship. Preference will be given to individuals with administrative leadership and teaching experience in a health sciences higher education environment.

**Academic/Administrative Leadership:** Demonstrated success leading and working collaboratively across a comprehensive array of diverse academic disciplines and the ability to speak the nuanced languages of different programs with unique needs of both students and faculty while bringing an institution-wide lens to opportunities for synergies, consistency, standardization and equity; evidence of implementing policies, processes, and practices to support existing programs and decisive evaluation of academic programs, learning outcomes assessment, and accreditation, developing interdisciplinary programs, and the application of new learning modalities and technologies; experience establishing a cohesive and right-sized university faculty workload model, a collegial, collaborative management style

and the ability to be a decisive leader; and the ability to shape a robust academic affairs office and to build and manage an exceptional team; and understanding of the role of academic technology support, and emerging technologies.

**Mission Alignment:** A deep resonance with and authentically committed to PNWU's mission to educate and train health care professionals, emphasizing service in rural and underserved communities, primarily in the Northwest; ability to demonstrate value for and dedication to the success of PNWU's dedicated faculty, staff, and students; and an understanding of and ability enhance the experiences of the students and the communities PNWU serves.

**Commitment to Graduate Health Sciences Education & Student Success:** Unrelenting commitment to graduate education including familiarity with developing student success initiatives, using data-driven approaches to measure outcomes and success, and allocating resources appropriately to improve student performance including graduation rates, time to completion, and retention; and an understanding of the opportunities and challenges attendant with being part of a complex and growing academic health sciences enterprise.

**Strategic Vision and Engaged Use of Data:** Evidence of successful strategic planning, inclusive of a predisposition toward forward-thinking and deliberate planning; experience translating vision into action; strong critical thinking skills grounded in data and powered by analytical skills; a proclivity to be data-driven and action-oriented, while also possessing excellent communication abilities for a range of constituents from prospective students, to the board of trustees.

**Financial Acumen:** Strong and informed fiscal resourcefulness, including demonstrated experience in making strategic and creative decisions about limited financial resource allocations for maximum impact on mission and an ability to work in partnership with finance and budget leaders to tune budget models, financial projections, and targets.

**Accreditation Expertise:** Experience ensuring adherence to state and institutional accreditation expectations and requirements and those of other relevant professional or programmatic accreditation agencies.

**Academic Partnership Development:** Track record of establishing and growing academic collaborations, clinical pathways, and feeder relationships across diverse regions or multiple states.

**Entrepreneurial Spirit:** Experience with academic transformation and effective change management; a willingness to take considered risks and seize opportunities; and capacity to lead growth in graduate programming in health sciences and research; a proven and astute connection to the local, regional, and national higher education community regarding current economic and political realities from various perspectives and familiarity with current research and emerging trends.

**Managerial Courage:** Evidence of managerial courage and the ability to speak with candor, as well as experience making difficult or unpopular decisions and demonstrating the resilience and willingness to hold others accountable.

**Management & Development of Others:** Evidence of mentoring, coaching, and developing others, including academic deans; partnering effectively with colleagues across divisions, and making data-informed decisions aligned with strategic priorities.

**Leadership for Faculty and Staff:** The ability to work effectively with faculty and staff, and a successful track record of recruiting, developing, supporting and retaining an outstanding, diverse faculty and staff; and a deep commitment to the values of shared governance and a record of engaging faculty, staff and others in strategic decisions; deep understanding of faculty work and the faculty world, and



an eagerness to tie into the university's academic and intellectual pursuits, with an understanding and appreciation the student experience, and the ability to maintain principled stances during challenges and crises.

**Communication Skills:** A transparent communicator who can empathetically provide the rationale behind decisions, inspire confidence and build trust; the ability to speak across disciplines with cultural sensitivity; a consensus builder who brings people together and breaks down siloes; demonstrated ability to listen to a variety of constituent groups, synthesize input, make decisions, and share information broadly to build consensus and support for action; the ability to relate effectively to a wide variety of people from different backgrounds, including an understanding and respect for community members of all identities.

**Collaborative Style:** A reputation as a team builder and collaborator known for transparency in decision-making, respect for the opinions and voices of others, an understanding of and commitment to the role of shared governance in the academy, and the exercise of creativity, vision, and an entrepreneurial spirit in developing and achieving goals; demonstrated impact in fostering an inclusive and supportive campus culture for students, faculty, and staff from all walks of life; demonstrated political savvy to navigate a complex landscape and work effectively and strategically with a wide variety of stakeholders.

**Revenue Generation:** A successful record of creative leadership in generating external resources including such activities as successful grant development, partnership development, constituency building, and fundraising; the ability and willingness to play an important role in the University's development efforts; and the stature and skill to extend and establish critical connections with alumni and community, government, corporate, and foundation leaders.

**Personal Qualities:** Intellectual curiosity and great integrity; empathy, creativity and high standards for professional achievement; boundless energy, grace under pressure and a sense of humor; the character and maturity to serve as a visible and engaged University citizen; ability to recognize personal strengths and weaknesses; see the linkages between feelings and behaviors; show sensitivity and respect for others; challenge bias and intolerance; and hold oneself and others accountable.



# APPLICATIONS, NOMINATIONS AND EXPRESSIONS OF INTEREST

All applications, nominations, and inquiries are invited. Applications should include, as separate documents, a CV or resume and a letter of interest addressing the themes in this profile. Professional references are not requested at this time.

WittKieffer is assisting Pacific Northwest University of Health Sciences in this search. For fullest consideration, candidate materials should be received by **March 11, 2026**.

Application materials, nominations, and inquiries can be directed to:

Sarah Palmer and Sandra Chu  
[PNWU\\_Provost@wittkieffer.com](mailto:PNWU_Provost@wittkieffer.com)

Anticipated annual salary range for the opportunity is \$310,000 - \$415,000, commensurate with experience and qualifications. Relocation assistance available. Benefits include medical, dental, and paid time off. Full details: [PNWU Employee Benefits](#).



**Pacific Northwest  
University** of Health Sciences



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# Office of the Provost Organizational Chart

January 2026

