



PPPM Circle

DEPARTMENT OF PLANNING, PUBLIC POLICY AND MANAGEMENT

O UNIVERSITY OF OREGON

SCHOOL OF ARCHITECTURE AND ALLIED ARTS

NUMBER 8 SPRING 2004

PPPM Faculty Research Ranks in Top Ten Nationally

A new study has rated the PPPM faculty among the very best in the country.

The study, conducted by Bruce Stiftel, a Florida State University professor of urban and regional planning, examined the number and impact of scholarly publications by faculty in the eighty-four departments in the U.S. with accredited programs in community, urban and regional planning. It will be published in the summer 2004 issue of the *Journal of Planning Education and Research*.

Stiftel's research covered the period 1998 to 2002. It reports that the PPPM faculty published more scholarly papers than all but nine other universities, and when he adjusted for the size of the faculty—total number of publications per faculty member—PPPM was tied for fourth place with Columbia University.

In terms of the impact of their research—the number of times published papers are cited by other scholars—the PPPM faculty ranked third in the country, topped only by UC Berkeley and UCLA.

Individually, Judy Hibbard, professor of health policy, ranked first in number of publications and third in impact. Her area of expertise is health care policy and how patients and consumers can obtain a higher quality of medical care by taking a role in their own care.

Also ranked in the top fifty were Rich Margerum, assistant professor of environmental planning, and Jean Stockard, professor of social policy, whose emphasis is on youth, families, education, and health.

"Our high ranking in this study shows the quality of our faculty and the depth of its expertise," said Michael Hibbard, department head, "especially in the key areas of environmental planning, social policy, health services, administration, youth services and growth management. What we're about is crafting the research and analysis that goes into public policy," Hibbard explained.

Equally as important as this national recognition for scholarship, PPPM faculty members put their expertise to work in the community and in the classroom, in projects such as workshops on fiscal restructuring in Portland and Sacramento, research on Oregon's rural economic development strategies, and reports aiding nonprofit organizations in their efforts to build stable programs. Faculty members work hand in hand with both undergraduate and graduate

students by building external projects into their curriculum. Because of their excellent analytical and practical training, our graduates can be found in public service leadership positions throughout the state, the nation, and overseas.

ALL ALUMS ARE INVITED TO THE PPPM ADVISORY COUNCIL'S THIRD ANNUAL AWARD CEREMONY

PPPM's third annual award ceremony will be held the afternoon of June 4 in the Knight Library Browsing Room on the UO campus. The PPPM Advisory Council is honoring **Governor Vic Atiyeh** for Distinguished Service to Oregon. **Wes Hare**, M.S. '88, has been chosen the Outstanding Alumnus for 2004, and **Greg Pulliam**, '94, is the Outstanding Young Alumnus. Additionally, the Outstanding PPPM Teacher of the Year will be presented. Several new department scholarships will also be announced.

The afternoon will begin at 2:00 p.m. with a display of undergraduate thesis projects. The awards ceremony will start at 3:00. It will be followed by a no-host reception at 4:30.

For more information on location, parking, and other details, check the department website, http://pppm.uoregon.edu/dep/current_events.htm, or contact PPPM secretary Susanne Giordano at (541) 346-3635 or zudegi@uoregon.edu.



Planning, Public Policy and Management assistant professor Rich Margerum talks with a group of students in his Practice of Leadership and Change class. Adam Amato, Senior Photographer, Oregon Daily Emerald

From the Department Head

The news of our faculty's high national standing is very gratifying, of course, but it is just the tip of the iceberg. You'll read throughout these pages of many



Mike Hibbard

outstanding accomplishments by our students and faculty. I've been PPPM department head for all but three years since 1988. In that time PPPMers have had numerous remarkable achievements, but I don't think we have ever been more productive than we are right now.

Which brings me to the second thing that struck me. At the time of the last issue of the *PPPM Circle* I was heading off for sabbatical and turning the department over to associate department head Jean Stockard, who did a terrific job as acting department head. In fact, she did such a terrific job that she is taking over!

My current term as department head finishes at the end of this academic year. After close consultation with members of the PPPM faculty, A&AA Dean Robert Melnick asked Jean to be the next head of PPPM and she agreed. From my point of view, I can't think of a better choice. Jean is well known and highly regarded at all levels of the university, and she has the full support of PPPM's faculty and students.

Congratulations, Jean!

My own energies will be focused on developing the university's new Institute for Policy Research and Innovation (IPRI). The institute which is to be closely affiliated with PPPM, will be launched this summer. The university is establishing it in an effort to revive Oregon's reputation for creative public policy.

Through most of the twentieth century

Oregon was deservedly proud of its reputation for creative public policy. The state was a leader in addressing a variety of public issues, from the "Oregon system" of direct democracy to environmental management to health care—to mention just a few examples. On these and many more issues, other states—indeed, other nations—looked to Oregon as the incubator of innovation.

The state's rich tradition of innovation in public policy has been in decline in recent years. By getting policy-related research into the hands of opinion leaders and policy makers, IPRI can serve as a catalyst for restoring that tradition.

Reviving public policy innovation is critical to the future of Oregon. It will also benefit other states and nations that at one time looked to this state as a source of ideas and inspiration. The institute will be a source of policy ideas and energy, a think tank emphasizing policy-relevant research. It will provide support to faculty members and graduate students as they work on policy research helping to kindle the sorts of serious, informed public discussions that do not now occur around policy issues.

I'll miss being department head but I feel very good about the present and future of PPPM. Our faculty, staff, and students are incredibly talented and hard working, and Jean will be an excellent department head. Plus, I'm very excited about IPRI.

A handwritten signature in dark ink, appearing to read "Mike Hibbard".

Jean Stockard Named Department Head

Jean Stockard has been appointed to a three-year term to serve as head of PPPM by Robert Melnick, dean of the School of Architecture and Allied Arts.



Jean received her Ph.D. in sociology in 1974 and has been on the University of Oregon faculty since that time, first in the sociology department and, since 2001, in PPPM. Her teaching and research are in the areas of social policy and planning. She is the author of seven books and over three dozen articles. Her current research projects span areas related to children and youth, public health, and education. Several recent articles examine explanations for changing age distributions of suicide and homicide across the twentieth century, including the increasing rates among the young. Other work, funded by the Robert Wood Johnson Foundation, explores the relationship of public reporting of hospital quality to hospitals' efforts to improve their care. Current research also explores the relationship of suburban sprawl and variations in the built environment to individuals' physical health.

In 2002–3 Jean served as president of the Pacific Sociological Association, the major professional association of sociologists in the western United States, Canada, and Mexico.

Jean and her husband, Walt Wood, a pediatric psychologist, live in Eugene. They have three grown children.

Awardees



PPPM has chosen former Oregon Governor **Vic Atiyeh** as the third recipient of its Distinguished Service to Oregon award.

Governor Atiyeh is a lifelong Oregonian whose extensive public service career includes twenty years in the state legislature and eight years (1979–87) as governor. He was the first person of Arabic heritage to have been elected governor of any state in the U.S.

His term as governor coincided with the worst downturn in Oregon's economy since the Great Depression. Governor Atiyeh began the long process of diversifying and internationalizing Oregon's economy, adding high tech and international trade to Oregon's traditional economic base in wood products and agriculture.

At the same time he was working on economic development, Governor Atiyeh struggled with the problem of financing public services in the face of economic decline. Incoming PPPM department head Jean Stockard praised Governor Atiyeh as "a consistent voice for fiscal responsibility, someone who understands that adequate funding for public services is especially important when Oregon's economy is struggling." Since leaving office Governor Atiyeh has pursued an active career in international trade consulting.

Vic and Dolores Atiyeh will celebrate their sixtieth wedding anniversary on July 5. They have two children and five grandchildren.

Wes Hare has been selected as PPPM's Outstanding Alumnus for 2004 in recognition of his exemplary commitment to public service.

Most recently, Wes took a six-month leave of absence from his job as city manager of La Grande to work on local government reconstruction in Iraq. He assisted with projects, lectured on democracy and conducted management training sessions in Karbala, a city of approximately 400,000 people 100 kilometers southwest of Baghdad.



His work in Iraq is just the latest manifestation of Wes's lifelong passion for local democracy, beginning with a temporary appointment as an assistant to the Bend Planning Commission. Prior to his present position in La Grande, Wes was city administrator of Oakridge. Among the many service positions he has held are school board member, president of the Oregon City-County Management Association, board member for the League of Oregon Cities, chairman of the board of the Oregon Downtown Development Association, and member of the board of Rural Development Initiatives.

In 2001 Wes received the Herman Kehrli Award from the League of Oregon Cities for his contributions to Oregon local government.

Wes earned his M.S. in public affairs from PPPM in 1988.

Wes and Evelyn Hare, also a University of Oregon graduate, have been married for thirty-one years. They have four children and three grandchildren.

Greg Pulliam is PPPM's Outstanding Young Alumnus for 2004. He graduated from PPPM in 1994. Since then his career has taken him from working with inner city youth to the residents of mud brick villages in several of the poorest countries in Africa. His work has focused on the practical challenges of developing the human environment, often in complex political and socioeconomic circumstances.



Following his graduation from PPPM, Greg held a variety of positions in local government and with nonprofits in Portland. He went on to graduate work at the Lyndon Johnson School of Public Affairs at the University of Texas, from which he received his M.P.A. in 2000. While at the LBJ School he was honored with a Johnson Family Foundation Fellowship and an Emerging Leader Fellowship from the Ford Foundation National Congress of Community Development.

For the past four years Greg has worked as a public affairs adviser for the Exxon Mobil Development Company. His portfolio involves projects throughout Africa, Europe, and the Americas. In this role he provides counsel to projects in locations such as Chad, Cameroon, Angola, and Nigeria.

Greg lives in Houston with his wife, Dr. Jennifer Pulliam, a pediatrician in private medical practice. Their daughter Madison Rose Pulliam recently had her first birthday.

Faculty Updates and Notes



Jessica Greene is very happy to have joined the PPPM faculty this fall. Her research focuses on two topics, the impact of managed care on Medicaid patients' access to care and the role of patients, providers, and health plans in activating patients to manage their health care.

Oregon Governor Ted Kulongoski has appointed **Judy Hibbard** to the newly created board of directors for the Oregon Commission for Patient Safety. The commission board will be responsible for setting up a voluntary system to collect data and report on preventable medical errors in Oregon hospitals and other health care delivery organizations.



Mike Hibbard was a visiting scholar to the Department of Geographic and Environmental Sciences, Adelaide University (Australia) during the fall.

Renee Irvin's article, "Citizen Participation in Decision Making: Is It Worth the Effort?" was published in the January-February 2004 issue of the top academic journal in the field of public administration, *Public Administration Review*. Her article, coauthored with John Stansbury of the University of Nebraska, argues for a review of potential effectiveness given budgetary constraints before employing citizen participation processes. Renee's current research focuses on philanthropy as an alternative resource for regional governments and economic factors for growth of community foundations.



In the fall of 2003 **Rich Margerum** completed a research project examining private landowner behavior in five Oregon watersheds. The research team surveyed 900 landowners and conducted personal interviews with eighty landowners about the factors that influence their land-use decisions. The



findings will be presented at an international resource management conference in June. A paper on collaborative management in the Rogue River basin coauthored by him will be published in the *Journal of Environmental Management and Planning*. He continues to teach the graduate classes Introduction to Planning, Plan Making, and Collaborative Planning and Management, and an undergraduate class entitled The Practice of Leadership and Change.

Maradel Gale, retired PPPM professor, has moved to Bainbridge Island, Washington. She welcomes continuing contact with former students. Her e-mail remains mkgale@uoregon.edu.

During the past year **Cassandra Moseley**, research associate, has been working on a series of studies about forest workers and businesses, including evaluation of how forest management contracting changed after the Northwest Forest Plan. She has an article forthcoming in *Society and Natural Resources* and a coauthored book entitled *Collaborative Environmental Management: What Roles for Government?* to be published summer 2004.



Greg Ringer, adjunct instructor, is currently serving as the tourism adviser to the Vietnam National Tourism Authority and the U.S.-Asia Environment

Program, where he helps to design and implement an eco-certification program for Cat Ba National Park. This certification program is intended to serve as a demonstration model for sustainable tourism in national parks throughout the Greater Mekong Subregion of Southeast Asia. In April, he heads to Montenegro in southern Europe for the U.S. State Department, where he will lecture and provide guidance on tourism development to universities, government organizations, and community groups.

In recent months **Marc Schlossberg** has published articles on sustainability indicators in *Local Environment*; the transportation disadvantaged in the *Transportation Research Record*; and neighborhood scaled GIS analysis

in *Planning, Practice, and Research*. He has also recently completed a 140-page project report on his grant-funded work analyzing transit-oriented developments in Portland and San Jose. In addition to publishing, he has been busy traveling, attending national conferences on Smart Growth, nonprofit research, transportation, evaluation, and public participation GIS. Schlossberg was also recently one of twenty-five transportation scholars in North America and Europe invited to a working session on transportation and social policy; he will participate in this session in Lisbon, Portugal, in May.



Megan Smith, managing director of the Community Service Center, has been named the chair of the Oregon Rural Development Council (ORDC). The ORDC is a statewide organization bringing together local, state, and federal government and nonprofit organizations to advocate for and support rural Oregon. The council is part of a national organization, the National Rural Development Partnership.

Jean Stockard recently ended her term as president of the Pacific Sociological Association. The PSA is the largest regional sociological association, with members from western Canada, the United States, and Mexico. Stockard's presidential address, given at the annual meeting in April, was entitled "Social Science, Social Policy, and Lethal Violence: Looking for Upstream Solutions." It has been published in the association's official journal, *Sociological Perspectives*.



Ed Weeks has been appointed by the board of directors of the International City-County Management Association to serve on the national panel overseeing the credentialing of local government managers. He is one of only two academics serving on the fifteen-member panel.

Visiting Scholars (2003–4)

The Department of Planning, Public Policy and Management is pleased to accept visiting scholars from overseas. This year's visiting scholars include:

Sung Soo Ahn, August 2003–August 2004.
Assistant professor, Department of Public Administration, Changwon National University.

Ik-Jung Chun, Sept. 2000–current. Member of Municipal Assembly, Seoul City (Song Pa) Research: urban planning.

Se-Ho Dong, August 2003–August 2004.
Associate chief producer and editor for national news desk at Seoul Broadcasting System.

Rho Gin Gee, April 2003–April 2004. Legislative Counsel, National Assembly of Korea.

Seung-Seock Kim, January 2003–January 2005.
Professor, Department of Economics, University of Ulsan, Korea.

Hwie-Seo Park, January 2003–January 2004.
Professor, public administration, Chosun University.

Recent Publications

Bob Doppelt. *Leading Change toward Sustainability: A Change-Management Guide for Business, Government, and Civil Society*, Greenleaf Publishing. For a nice article on the book, see <http://www.registerguard.com/news/2003/09/25/b1.bz.sustain.0925.htm>.

J.H. Hibbard, J. Stockard, M. Tusler, 2003. "Does Making Hospital Performance Public Increase Quality Improvement Efforts?" *Health Affairs*. 2003;22(2):84–94.

Michael Hibbard and Jeremy Madsen, 2003. "Environmental Resistance to Place-Based Collaboration in the U.S. West." *Society and Natural Resources*, 16:8.

Andre LeDuc, Bob Parker, Kathy Lynn, 2003. "Natural Hazard Mitigation in Oregon: A Case Study." *Beyond September 11th: An Account of Post-Disaster Resistance*.

Renee A. Irvin, 2004. "Citizen Participation in Environmental Decision-Making: Is It Worth the Effort?" *Public Administration Review*, January-February, 64:(1), pp. 37–41.

Kathy Lynn. "Wildfire and Rural Poverty, Disastrous Connections," *Natural Hazards Observer*, 28 (November, No.2). <http://www.colorado.edu/hazards/o/novo03/novo03da.html>.

New Funds Available for PPPM

Social Change Research Incentive Award

Initiated by a group of women from the graduate class of 1995, PPPM is in the process of developing a new award around issues of social change. The Social Change Research Incentive Award will provide up to \$1,000 for a PPPM student who wants to create a positive, lasting impact in the world. Awards are intended to give students a push into social change research which they might otherwise avoid or inspire a student to undertake an applied activity that will bring about some type of social change in the community. Contributions to this new award are currently being solicited. If you are interested, contact Kirstin Greene, kgreene@coganowens.com, or the faculty contact, Marc Schlossberg, schlossb@uoregon.edu.

AC Scholarship

The PPPM Advisory Council has established a scholarship fund that will provide \$1,000 a year to an outstanding graduate student who otherwise would not be able to attend PPPM. The purpose of the scholarship is to help reduce the financial barrier for students interested in pursuing their master's degree in either public administration or community and regional planning.

Wesley John Kvarsten Endowment

Family, friends, and colleagues have established the Wesley Kvarsten Memorial Fund to support faculty excellence in the Department of Planning, Public Policy and Management at his alma mater, the University of Oregon School of Architecture and Allied Arts.

Wesley John Kvarsten (1924–2001) helped establish Oregon as a model of comprehensive land-use planning through his thirty-five year career as a leader in the field. Kvarsten served as director of the Mid-Valley Planning Council and Mid-Willamette Valley Council of Governments, and was appointed director of the Oregon Land Conservation and Development Commission. His career culminated at the Bonneville Power Administration, where he served as the first manager of BPA's Division of Land Resources.

To add your tax-deductible support to the fund, please make your check payable to the UO Foundation, write "in memory of Wesley Kvarsten" on the comment line, and mail to Office of Research and Development, School of Architecture and Allied Arts, 5235 University of Oregon, Eugene OR 97403-5235. Thank you in advance for your participation.

Department News

HUD Fellows

PPPM and the affiliated Community Service Center have received a grant from the U.S. Department of Housing and Urban Development to foster the development of community building professionals. The grant provides \$14,000 in each year of graduate school for five students in either the community and regional planning or public administration master's program. In exchange the HUD fellows are interned with a nonprofit or public organization. The current fellows and their initial placements are: Miranda Byrd (HIV Alliance); Lauren Calderera (Rural Development Initiatives); Roxana Hernandez (Rural Development Initiatives); Elizabeth Johnson (Oregon Homeless and Runaway Youth Coalition); and Erika Palmer (Lane County Community and Economic Development Program).

Recent Graduates Achievements

- **Viola J. Brooks '04** has been participating in Washington Intern for Native Students (WINS). She works for the Department of Treasury in Debt Management Services, and takes classes at American University in Washington, D.C.
- **Jennifer Curkendall, M.C.R.P '03** is a presidential management intern this year.
- **Brian Grisham, M.P.A. '03** has filed to run for Oregon House District 19, which encompasses the South Salem, Turner, and Aumsville areas.
- Three recent graduates of the CRP program—**Scott Doyle, Josh Bruce, and Becky Steckler**—were recently certified as members of the American Institute of Certified Planners (AICP).

Student Achievements

PPPM interns gain field experience through professional level positions in management, policy making, and planning. Internships range from half to full time over one to three terms with local, regional, and international organizations. A few examples of fall 2004 internships are described below.

- Several PPPM students have done international internships recently, including Harmony DeFazio-Daves (Germany), Berend Diderich and Elizabeth Guzman (Ecuador), and Greg Bowles (India)
- Jessica Bradley (PPM) was selected to work with the National Labor Relations Board in a special yearlong internship designed to integrate academic study and on-the-job training leading to a possible career with the board
- Elliot Shuford (PPM) is facilitating an organization development project to improve the integration of services in the Lane County Department of Human Services
- Kristopher Ackerson (CRP) is working with the Center for Watershed and Community Health conducting an assessment of the local economic impacts of the arts industry in the Southern Willamette Valley
- Serena Parnau is guiding the organization that publishes the *Grass Roots Journal* in the development of the organization's official nonprofit status
- Rapeeporn Maneephong (PPM) has an internship with the Lane County Human Resources Department where she is researching and developing employee training and performance evaluations systems
- Hunter Dale (undergrad) is interning with PPPM alumnus Louis Parsons, at Metro Planning, a Eugene-based planning firm
- Travis Miller (undergrad) is developing and coordinating a Food for Lane County program called Extra Helping. The program consists of a network of volunteers who distribute surplus perishable food to low-income people
- Barry Nugent (undergrad) is learning how to conduct rural community needs assessments and monitor Community Block Grant funds through his internship with the Lane County Community and Economic Development Department

New Class in Bicycle Planning

This new class is taught by Marc Schlossberg to give students the opportunity to explore the various elements involved in planning and advocating for increased utilization of bicycles as a form of urban transportation. The focus is on three main areas: 1) policy and planning; 2) design, safety, and legal issues; and 3) activist movements. The class consists of a combination of teaching and learning approaches, including the use of lectures, guest lectures by practitioners, in-class exercises, service learning for the City of Eugene, and a community bike ride led by local bicycle advocates.

Richard Jackson Visits PPPM

In October, Dr Richard Jackson, director of the Center for Disease Control's National Center for Environmental Health, lectured in PPPM on *The Shape of Our Buildings, Our Land, and Our Bodies: It's All Connected*. Dr. Jackson is a leader in the emerging research on the effect of urban form and the built environment on individual health. His visit was a part of the 1000 Friends of Oregon and McCall Society Lecture Series.

Nonprofit Certificate Program Doing a “Land-Office Business”

Enrollment in the graduate certificate in not-for-profit management continues to soar, with a total of fifty-four students in the program winter term 2004. When interviewing for a faculty position in 2001, Renee Irvin asked fellow faculty members whether their expectations for the program (twenty students or so) might be a little too optimistic. “No,” replied the faculty, “you’ll have to beat them off with a stick.” Professor Irvin now understands their optimism, which now—in retrospect—appears underestimated. The program attracts students who are working in the regional nonprofit community as well as graduate students from a variety of departments across the university from fields such as journalism, business, international studies, and arts and administration. Required courses for the certificate are filled with a lively, multidisciplinary mix of scholars and nonprofit managers.

Leadership and Change Lecture Series

As part of its new undergraduate program, the PPPM department has developed a new lecture series called “Leadership and Change.” Speakers explore leadership concepts and skills, exposing students to a range of approaches. They discuss their own approaches and experience with leadership, and reflect on their styles or stories. Most of these lectures are open to the public and alumni are welcome to attend. Past speakers have included

- Neil Goldschmidt, former governor
- Ernie Kent, men’s basketball coach, University of Oregon
- Jim Torrey, mayor, City of Eugene
- Dave Frohnmayer, president, University of Oregon

Changes in the Undergraduate Curriculum

In 2003 the PPPM department began an extensively revised undergraduate curriculum organized under the theme “Leadership and Change.” The curriculum was revised after input from alumni, students, and faculty. The courses are designed not just to present information, but engage students in the debates, issues, problems, and solutions. This new core includes

- PPPM 325 Community Leadership and Change: Students explore definitions of community; discuss issues like local economics, environment, and transportation.
- PPPM 326 Regional Leadership and Change: Students examine the forces that affect regional change. For example, students have evaluated the Region 2050 Plan for the Southern Willamette Valley.
- PPPM 327 Global Leadership and Change: Students examine issues of global social, economic, and environmental change.
- PPPM 494 The Practice of Leadership and Change: Students examine theories of leadership and hear from community and national leaders.

In addition to the new core, the department will be introducing three new courses to complement the existing PPPM 201 Introduction to PPPM. The department has applied for these courses to be accepted as general-education credits to expose more students to planning and public policy issues:

- Healthy Communities
- Sustainable Development
- Introduction to the Nonprofit Sector

CPW Team Wins National AICP Student Project Award

A team of student researchers from the Community Planning Workshop received the 2004 National American Institute of Certified Planners Student Project Award for the project titled “Integrating Transportation and Land-Use Planning: Outreach to Planning Commissioners.” The project was selected as the best example of “contribution of planning to contemporary issues.” This project was a unique collaboration between the University of Oregon, Portland State University, and the state’s Transportation Growth Management Program.

The primary goal of the project was to raise awareness of planning commissions on smart-growth issues. A secondary goal of this project was to gather information from local planning commissioners on technical assistance and outreach tools that would better prepare them for their duties. Students from both universities visited planning commissions in numerous communities throughout Oregon, shared smart-growth ideas, and engaged commissioners in thoughtful discussion about constraints and opportunities surrounding smart-growth activities.

Team members included Michelle Pezley, Tina Nunez, and Paul Seilo from the PPPM department and Rachel Warner from the UO law school. Kathryn Frank, M.C.R.P. ’00, researcher for the workshop, assisted with the project.





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2. Click the graphic "Get Connected Today!"
3. You can register and update for the online alumni directory by inputting your address (postal and e-mail).

PPPM T-Shirts and Sweatshirts on Sale

They are great quality, 100 percent preshrunk cotton, with a newly developed PPPM logo. They make good gifts, too!

Price: \$10 for short-sleeved T-shirts, \$30 for long-sleeved hooded sweatshirts. Mailing cost is \$5.00 per shirt.

Colors: T-shirts come in sage green or spruce green with black ink, or ash (light heather gray) with red ink. Sweatshirts are only available in ash with choice of red or black ink.

Sizes available: S-XXL.

Make checks payable to **University of Oregon** and put on the memo line "PPPM T-shirt." Include your name, mailing address, and e-mail or phone number. Orders can be taken by phone, e-mail, or mail. If you have questions, please contact Susanne Giordano at (541) 346-3808.



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