President
Oregon Health & Science University
Position Specification, December 2017
POSITION SPECIFICATION

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<th>Position</th>
<th>President</th>
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<td>Institution</td>
<td>Oregon Health &amp; Science University</td>
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<tr>
<td>Location</td>
<td>Portland, Oregon</td>
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<td>Reporting Relationship</td>
<td>OHSU Board of Directors</td>
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<td>Website</td>
<td><a href="http://www.ohsu.edu">www.ohsu.edu</a></td>
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THE OPPORTUNITY

Oregon Health & Science University (OHSU), one of the premier research-intensive health science universities in the nation, is an institution on the rise. Along with a uniquely important role in Oregon, it is investing in continued movement toward becoming one of the very best, nationally-recognized for the quality and reach of its clinical care and its research.

Already it is in the top ten by USNWR for primary care, family medicine, and rural medicine. It is ranked #30 in NIH funding in 2017, and is currently in an era of major investment and growth. OHSU’s hospital is ranked #12 in the nation by Vizient for superior performance in providing high quality care and USNWR rates it as the best hospital in Oregon. For the eighth consecutive year, the Doernbecher Children’s Hospital has been named by USNWR as one of the best children’s hospitals in the United States.

As Oregon’s only academic health center, with its mission to improve the health and well-being of citizens through a well-balanced program of teaching, healing and exemplary research, it has a statewide presence and it plays a prominent institutional leadership role in the state. Its unique public corporation structure affords the president broad reach and capacity for innovative leadership within and beyond the institution.

OHSU’s energy, momentum and optimism is palpable, fueled in part by its culture of collaboration. Oregon is home and OHSU’s commitment to improving the wellbeing of its citizens is and will be foundational. However, OHSU’s potential and future increasingly extend beyond.

Now there is an opportunity for an extraordinary leader to take OHSU to the next level.

After 12 highly successful years leading OHSU, Dr. Joe Robertson will be stepping down in 2018 and OHSU is conducting a national search for his successor. The new President will be an outstanding leader with a strong academic record, widely recognized for thought leadership. He/she must be a respected leader who is operationally savvy, highly knowledgeable of cutting edge science, capable of managing complexity and of effectively communicating with audiences throughout the state, elected officials and prospective donors.

The next President will inherit an exceptional foundation for advancing the University into one that is nationally top-ranked and recognized for leading edge research and exceptional clinical care and education. This includes the tailwind from a successful $1.2 billion-dollar fundraising campaign spurred by Nike co-founder Phil Knight’s $500 million challenge to OHSU to raise a matching $500
million over the course of two years starting in 2014.

New leaders in the Dean of Medicine, Provost, and Health System CEO roles are aggressively promoting excellence in education and scholarship, research and providing the highest quality patient care. Working in a strong spirit and structure of collaboration, the entire leadership team is demonstrating innovation, strong mission alignment, and singular ambition in achieving the University’s goals, as reflected in outstanding scholarly and clinical growth and financial success.

The President oversees a $3 billion-dollar institutional budget and manages key partnerships and stakeholder relationships in the region as well as in the state and with the national government. The President will have the opportunity to shape OHSU with his/her own new vision and programs, leveraging the existing strengths of an already strong university. The President will work closely with state government leaders to maintain and build support, both programmatically and financially to ensure that the OHSU is the academic health center of choice for Oregon and the region.

The President must be a compelling leader whose passion for the educational, clinical, and research missions energize the faculty, students, and staff, focusing their efforts on a strategic vision of excellence in all missions. He/she must also be a competent and prudent steward of OHSU, guiding it through what will almost certainly be uncharted territories of change in the healthcare and social environment. Importantly, the President must be viewed by all stakeholders as a strong advocate for balancing the academic, educational, and clinical missions of the University as well as advocating for inclusion and diversity. He/she will promote a culture of institutional stewardship and transparency, including commitment to improved business operations, effective development and fundraising, and a willingness to re-align resources with evolving strategies.

OHSU is deeply committed to ensuring that the University is recognized among the best in the nation, and has set the table for its next President to successfully lead the University in that direction.

Economics and Funding

OHSU is one of the state’s largest employers, providing family-wage jobs, opportunities for career growth and excellent benefits to more than 16,000 employees. OHSU’s FY 2016/2017 operating budget of $2.8 billion dollars is generated mainly from patient care, gifts, grants and contracts. State general fund appropriations, which made up 1.3 percent of OHSU’s budget in 2106, provide crucial support for educational programs. The annual state allocation for 2016 was $35.7 million.

Private investment in OHSU has risen significantly during the last decade. OHSU’s two independent non-profit foundations, the OHSU Foundation and Doernbecher Children’s Hospital Foundation, secure philanthropic support to advance OHSU’s mission. In 2015-16, the foundation raised $635 million (22,223 gifts from 14,375 donors), which included a $500 million fundraising campaign to support innovative cancer research. The foundations also oversee the efforts of hundreds of volunteers who participate in community-based fundraising programs and events supporting OHSU.

While size in and of itself may not merit distinction, economists conservatively estimate that OHSU is one of Oregon’s most valuable economic stabilizers. In fact, few Oregon industries can match its economic impact. According to a study by EcoNorthwest in 2014 using 2012 data: OHSU’s operations generated, directly and indirectly, more than $4.3 billion in total gross output in Oregon; despite a challenging economy, OHSU’s total economic impact grew 77 percent over the last five
years; OHSU supports 33,685 jobs, both at OHSU and in the community; and without OHSU, economic output in Oregon would decrease by $2.4 billion. OHSU’s absence would cause many students to seek their education elsewhere, research grants would go to academic health centers in other states, and patients with the most complex health care issues likely would forgo optimal care or go to medical centers out of state.

OHSU SCHOOLS

School of Medicine

The OHSU School of Medicine is a vibrant community of educators, students, scientists, clinicians and others working side-by-side to heal, teach, discover and serve. They are proud of their uniquely collaborative and collegial environment. The OHSU faculty is dedicated to preparing physicians, scientists and health care professionals for the responsibilities of their calling, while also providing outstanding care to patients from Oregon and elsewhere. The OHSU School of Medicine faculty is recognized nationally and internationally for the pursuit of new knowledge in a breadth of investigative areas ranging from molecular biology and cancer to heart disease, behavioral science and issues of public health. OHSU’s School of Medicine welcomed its largest class in 2017, 160 students, of whom 54 percent are women and 38 percent coming from a racial or ethnic background other than Caucasian. https://www.ohsu.edu/xd/education/schools/school-of-medicine/

College of Pharmacy

The College of Pharmacy is based on a collaboration with Oregon State University. For more than 100 years, the College has prepared world-class pharmacists to serve Oregon and beyond, educating patients to make sure they receive the best possible medical care. Cutting edge research at Oregon State and Oregon Health & Science University addresses some of the world’s most critical health challenges. Together, OHSU and Oregon State are training tomorrow’s pharmacists to be collaborative, innovative and passionate about advancing patient care and dedicated to continuing ground-breaking research. http://pharmacy.oregonstate.edu/ohsu

School of Dentistry

The mission of the School of Dentistry and its patient care clinics is to provide the highest quality oral health care services while leading the region in oral health education, research and technology development. The school’s 164 faculty and 317 students aim to shape the future of dental education, research and patient care. The School of Dentistry moved to new facilities in 2014 in the Skourtes Tower of the Collaborative Life Sciences Building on the banks of the Willamette River. http://www.ohsu.edu/xd/education/schools/school-of-dentistry/

School of Nursing

The School of Nursing is dedicated to excellence in nursing education through lifelong learning; compassionate, high-quality care of individuals and communities; and the comprehensive pursuit of knowledge and discovery. The school's faculty includes nationally and internationally renowned scholars, educators and clinicians dedicated to excellence in the pursuit of knowledge and discovery, the holistic and compassionate care of individuals and communities, and the professional development of each member of the school within a nurturing environment. The school has five campuses throughout Oregon, including the main campus in Portland. The school also has educational partnerships with 11 Oregon community colleges through the Oregon Consortium
for Nursing Education. [https://www.ohsu.edu/xd/education/schools/school-of-nursing/](https://www.ohsu.edu/xd/education/schools/school-of-nursing/)

**School of Public Health**

More than 150 faculty members work within the OHSU-PSU School of Public Health. They have a wide range of expertise, from monitoring and assessing health risks and opportunities in populations, to helping build health-supporting social environments through policy, advocacy, and programs. They are educators, advisors, researchers, practitioners and community leaders. They come from backgrounds in quantitative, behavioral, environmental and social sciences, policy and government, exercise and health sciences and anthropology, among many other areas. They work in collaboration with each other and with community partners and are especially focused on the training and education of future leaders and practitioners in the public health fields. [https://ohsu-psu-sph.org/](https://ohsu-psu-sph.org/)

**OHSU Campus**

OHSU’s principal campus is in southwest Portland, with clinics, classrooms, labs and offices both on Marquam Hill and in the South Waterfront area. It also has facilities throughout Oregon in connection with other state universities.

On Marquam Hill, OHSU has 36 major buildings and eight parking structures overlooking downtown Portland, including patient care facilities, such as OHSU Hospital, the Peter O. Kohler Pavilion and Doernbecher Children’s Hospital. Some of the most advanced laboratories and scientific equipment available in the world to support the scientists at OHSU are found here. The campus is recognized by leaders as collaborative and transparent. Of note, the Portland Aerial Tram is an efficient and green link between Marquam Hill and the patient care services and educational programs located at OHSU's South Waterfront. Operated by OHSU and owned by the City of Portland, the Tram is also one of Portland's most popular tourist attractions.

The South Waterfront includes the OHSU Center for Health & Healing which provides patient services in an urban neighborhood along the Willamette River. The center was the first large medical facility in the nation to be awarded LEED platinum certification for its environmentally sustainable design and operations. There are currently three buildings under construction on the South Waterfront, including the Center for Health & Healing South, the Rood Family Pavilion which will be dedicated to travelling patients and their families slated to open in 2019, and the Knight Cancer Research Building, scheduled to be completed in 2018. In 2004, the Schnitzer family donated a 19-acre parcel of riverside property for OHSU to build an education and research district on the north side of the South Waterfront Campus. In July of 2014, the Collaborative Life Sciences Building and Skourtes Tower, housing the OHSU School of Dentistry, opened. It features classrooms and integrated spaces for students and faculty from OHSU, Portland State University, and Oregon State University.

In addition, OHSU operates the Oregon National Primate Research Center and the Vaccine and Gene Therapy Institute. These facilities are located west of Downtown Portland in the high technology hub of Hillsboro.

OHSU owns and leases space beyond its campus. Altogether, OHSU occupies more than 7.8 million square feet of space on approximately 350 acres.
Research at OHSU

Oregon Health & Science University is Oregon's only public academic health center and respected nationally as a prominent hub for life-changing research. OHSU educates health professionals and scientists, and provides leading-edge patient care, community service and biomedical research. Researchers at OHSU have: pioneered personalized medicine to treat cancer; discovered and developed a vaccine candidate for HIV; created embryonic stem cells from skin cells for treating various diseases; discovered and developed the first West Nile vaccine to be tested in humans; created the first successful artificial heart valve; pioneered genetic therapies for treatment of the eye; revealed the human serotonin transporter's structure; and much more.

Much of the research occurs through OHSU’s signature research institutes such as:

- The Vollum Institute: The Vollum Institute is a privately endowed research institute at Oregon Health & Science University dedicated to basic research that will lead to new treatments for neurological and psychiatric diseases. Vollum scientists have broad-ranging interests that coalesce around molecular neurobiology and cellular physiology.

- The Vaccine and Gene Therapy Institute: The OHSU Vaccine and Gene Therapy Institute (VGTI) at Oregon Health & Science University (OHSU) is a multidisciplinary team of scientists responding to serious viral disease threats, including AIDS, chronic viral infection-associated diseases, newly emerging viral diseases and infectious diseases of the elderly. Its programs are intended to span the continuum between basic and clinical science, in which discoveries are rapidly advanced from the level of molecular and cellular biology through animal models and ultimately into clinical testing.

- The Knight Cancer Institute: Recently endowed with a successful $1 billion campaign, the OHSU Knight Cancer Institute is known as one of the pioneers in personalized cancer medicine and is an international leader in research and cancer treatment. Driven by its mission to end cancer as we know it, the institute is building upon its expertise in targeted treatments to advance the early detection of cancer when the disease is most treatable. The Institute will open a new, $190 million research building on Portland’s Southwest Waterfront in Fall, 2018.

- The Casey Eye Institute: the OHSU Casey Eye Institute is dedicated to a single mission: to promote the best possible eye health through education, research, clinical leadership and service to the community. Casey is a world-recognized academic regional eye center that attracts top specialists from around the globe. Casey Eye is known for developing and utilizing the very latest treatments and technologies.

OHSU has annual research expenditures of approximately $389 million, with 91 percent of award dollars coming from out of state. OHSU ranks 28th in NIH funding and the amount of funding focused on clinical trials is $65 million. Competitive research awards have more than quadrupled since 1995, the year OHSU became a public corporation. In 2016, OHSU disclosed 151 new innovations, filed 165 patent applications, completed 422 material transfer agreements, had 73 license and option agreements on OHSU technology and 178 non-disclosure agreements with private industry and other partners. In the same time period, OHSU fostered the formation of six new startup companies. OHSU has helped to create 59 companies since 1994. OHSU ranks 35th on the Reuters 100: The World's most Innovative Universities 2016.
Education at OHSU

OHSU helps to educate 4,569 students and trainees: 2586 enrolled at OHSU and an additional 1983 students enrolled in joint OHSU programs with Portland State University, Oregon State University, and Oregon Institute of Technology. There are 2,796 faculty and 1,141 interns, residents, and postdoctoral fellows at OHSU. The institution offers 74 degree and certificate programs. Over 1300 degrees were awarded in 2016. There are over 39,000 living alumni from OHSU, with 53% residing in Oregon.

OHSU holds several national rankings. U.S. News and World Report ranks the School of Medicine 2nd in family medicine, 2nd for excellence in rural medicine education, and 4th in primary care education. The School of Nursing is ranked 8th in midwifery by U.S. News and World Report. The percentage of OHSU M.D. graduates who continue to practice in Oregon is 45 percent and 44 percent of OHSU M.D. graduates chose to practice primary care.

Patient Care at OHSU

OHSU cares for the community. More than half of OHSU’s health care patient visits were covered via a public payer or were for patients who are uninsured. Of OHSU’s 300,000 plus patients in 2016, 89% reside in Oregon. There were 1,098,517 patient visits (including hospitals and medical/dental clinics) in 2016. More information about patient care at OHSU can be found here: www.ohsu.edu/xd/about/facts/index.cfm.

OHSU has more than 200 community health care programs, reaching out to vulnerable groups in urban areas as well as underserved rural communities throughout the state. OHSU also works to increase the number of primary care practitioners to improve access to health care services and information for all. These programs provide a breadth of services that no other entity in the state can match.

About Portland, Oregon

Portland, known as “the City of Roses,” is one of the most popular cities on the West coast. Situated approximately 70 miles from the Pacific Ocean where the Columbia and Willamette Rivers meet, Portland enjoys a magnificent setting, combining sparkling waterways with lush greenery rarely found in urban settings. Portland is home to approximately 610,000 residents and the population of the surrounding metropolitan area is approximately 2.35 million. Portland is widely recognized in national surveys and rankings as one of America’s most livable cities. To learn why Portland has become a top national tech destination, please visit http://www.techtownportland.com/.

Portland’s historic old town, many galleries and museums, Saturday Market, Waterfront Park and an abundance of fine restaurants keep residents and visitors busy and satisfied. The performing arts in the area offer classical music, jazz and blues as well as theater and dance. Portland is just a short distance from the spectacular Columbia Gorge and Multnomah Falls, windsurfing at Hood River, valley wineries, skiing at Mt. Hood, and the drama of the Oregon coast. Portland is also known for its extensive park system of more than 200 parks. These encompass such areas as the elm shaded South Park Blocks in the downtown area and Washington Park, home of the Rose Gardens and the Japanese Gardens. Portland’s Forest Park, at nearly 5,000 acres, is the largest park within a city in the U.S. and has nearly 50 miles of walking trails.
PROFESSIONAL EXPERIENCE / QUALIFICATIONS

Leadership
- Appreciates and understands the value of team building – skilled at getting individuals, teams to perform at a higher level and to embrace change; negotiates skillfully to achieve a fair outcome or promote a common cause; communicates a compelling vision and is committed to what needs to be done; inspires others, builds motivated, high-performing teams; understands what motivates different people.
- Leads from the understanding that the enterprises of healthcare and academic medicine require system thinking and decision making that are in the best interests of the institution.
- Demonstrates in her/his approach an understanding of how to work most effectively in a complex environment with a matrix accountability structure.
- Is recognized by leaders as collaborative and transparent in all interactions.
- Acts with honor and integrity in personal and professional actions.
- Understands the organizational landscape and is able to anticipate and articulate the critical issues, opportunities, and threats in the foreseeable future.
- Exhibits an appreciation for the need for preparation, collaboration, planning, communication, and benchmarking of results in her/his approach to problem solving and program building.
- Is able to recruit and retain talent, and values the role of mentors.
- Demonstrates ability to appreciate and motivate faculty.

Management
- Participates as a leader in the management of the clinical and research enterprise and demonstrates an understanding of the issues involved.
- Skilled at organizing and managing human resources, including resolving conflict.
- Able to delegate effectively while maintaining focus on strategy and goals.
- Able to manage a complex organization with success measured in well-defined metrics.
- Understands the nuances of administration of educational and research activities.
- Passionately advocates for compliance with institutional and external regulations.

Mission Performance
- Has a clear vision for advancing the mission of OHSU and the organization’s commitments to gender equity and diversity.
- Demonstrates commitment to OHSU’s teaching mission.
- Understands, advocates, and supports OHSU’s broad research mission – basic, clinical, translational – and is committed to its growth.

Personal and Interpersonal Characteristics
- Exhibits a style that fosters and supports change and innovation, with an ability to delegate yet maintain overall control and sets high standards.
- Exhibits self-awareness, humility, and empathy in her/his interactions with others.
- Demonstrates the courage to act on convictions after adequate communication and gathering of facts and input.
- Exhibits optimism and a high energy level.
- Exhibits values and behavior of a good citizen in his/her actions within OHSU at large.
- Demands trust, transparency, and optimism by his/her actions.
- Communicates naturally, frequently, and effectively.
- Demonstrates cultural sensitivity and a commitment to diversity.

External Activities
- Works effectively with the leadership of OHSU, faculty, research institutes, and other mission-
critical institutions as appropriate.

▪ Serves as the leader in guiding the faculty’s service to patients and their clinical partnership with faculty of other department/programs.
▪ Develops and sustains open and collaborative relationships with faculty throughout OHSU and professionals in the broader medical community.
▪ Works closely with other leaders at OHSU to establish research priorities and foster research growth in order to create an interdisciplinary, collaborative research environment.
▪ Exhibits the ability to build productive relationships with a wide variety of stakeholders.
▪ Works effectively with donors and others who are interested in supporting OHSU.
▪ Demonstrates sensitivity to the culture, needs, and aspirations of the community.

EDUCATION AND CREDENTIALS

The President must possess an M.D., M.D./Ph.D., or Ph.D. with a sustained record of peer-reviewed publications and funding. He or she will be a well-respected scientist with significant leadership accomplishments, as well as having progressive senior administrative experience with national/international recognition.

COMPENSATION AND EQUAL OPPORTUNITY

Compensation arrangements are competitive and commensurate with both experience and achievement. OHSU is an Equal Opportunity/Affirmative Action Employer committed to fostering a diverse, equitable, and family-friendly environment in which all faculty and staff can excel and achieve work/life balance irrespective of, race, national origin, age, genetic or family medical history, gender, faith, gender identity and expression as well as sexual orientation. OHSU also encourages applications from individuals with disabilities and veterans.

NOMINATIONS AND APPLICATIONS

Applications should include 1) a curriculum vitae and 2) a letter of interest that addresses the responsibilities and requirements described above, as well as the applicant’s motivation to apply.

To ensure full consideration, inquiries, nominations, and applications should be submitted electronically, in confidence, to:

OHSU-President@kornferry.com

KORN FERRY CONTACTS

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<th>Paul Chou</th>
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<td>Senior Client Partner</td>
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