

Position and Candidate Specification



Oregon Health & Science University

President

PREPARED BY:

Flip Jaeger

Kathryn Sugerman

Shannon Yeatman

January 2025

Assignment: 51221-015

EXECUTIVE SUMMARY

Oregon Health & Science University (OHSU) in Portland is the state's only academic health center. It includes a system of hospitals and clinics in Oregon and southwest Washington; a university with schools of medicine, nursing, dentistry, public health and pharmacy; a network of campuses and partners throughout Oregon; and a national research hub that drives biomedical discovery. OHSU provides exceptional patient care, educates tomorrow's health leaders, creates breakthrough science and provides services to improve health in communities across the state and beyond.

OHSU is the city of Portland's largest employer and one of the largest employers in the state. With roots going back to 1887, OHSU has fueled growth in Oregon for more than 130 years. Today OHSU is a thriving university with state-of-the-art patient care facilities, multiple research and education complexes and a vision to advance science and optimize health worldwide. The [OHSU Board of Directors](#) governs OHSU, with all board members nominated by the governor and approved by the Oregon Senate.

OHSU continues to grow its capacity to care for more patients while supporting its research and education missions. Through the hospital expansion project, construction is underway for a 14-story patient care building, scheduled to open April 2026. It will bring 128 new beds and room for 64 more.

OHSU is currently awaiting state regulatory approval to acquire Legacy Health, a seven-hospital community health system. Approval may arrive as early as spring 2025. If approved, the combined health system's 12 hospitals, 100-plus locations and about 30,000 employees will provide the scale, resources and expertise needed to deliver seamless, integrated health care through a more coordinated and better-connected network.

MISSIONS

At its heart, OHSU is a diverse community of people working together to make a difference. With missions of healing, teaching and discovery, OHSU unites some of the world's brightest minds in a singular vision: to improve the health and well-being of people in Oregon and beyond. It connects health care, education and research programs to forge new paths toward a healthier future.

Health Care Mission:

OHSU hospitals and clinics deliver excellence in health care, bringing new knowledge to treat some of the most complex health needs in the region, including tertiary and quaternary care and services nobody else in Oregon can provide. The OHSU Health system serves as a hub for complex care between San Francisco and Seattle.

OHSU Health is a system of care that includes Oregon Health & Science University Hospital, OHSU Doernbecher Children's Hospital, Adventist Health Portland, OHSU Health Hillsboro Medical Center (formerly Tuality Healthcare), and the health care professionals who work with these hospitals and clinics.

With award-winning faculty and nurses, OHSU patients receive care from some of the best health professionals in the nation. Services include dozens of specialties, state-of-the-art treatment and innovative diagnostic technologies. Many patients come from outside of Portland and as far away as Alaska and New York.

With 2,610 clinicians, the OHSU Practice Plan is the largest organized clinical practice in Oregon. It includes physicians, nurse practitioners, physician assistants and other providers that care for patients at OHSU hospitals and clinics. In addition, many OHSU faculty provide clinical services and/or carry out research at the VA Medical Center in Portland, which is connected to OHSU by an enclosed walking bridge.

OHSU Acquisition of Legacy Health

OHSU and Legacy Health have announced their intention to integrate under OHSU Health. The combination of OHSU's health system and Legacy Health's six adult hospitals and one children's hospital will create a comprehensive, expanded enterprise offering high-quality, essential health care services to patients throughout Oregon, southwest Washington and beyond. Their complementary expertise will produce a robust public health care system with a shared mission of public service.

OHSU brings experience serving complex patient needs, administering statewide health care training and education programs and conducting leading-edge research. Legacy Health brings deep roots in providing high-quality, community-based care through its system of hospitals, primary and specialty clinics and outpatient facilities. OHSU and Legacy Health have filed with the state of Oregon for regulatory review of the integrated, full-service public university health system. Work is underway to integrate the two systems once the merger is approved.

Education Mission:

OHSU includes five schools (Medicine, Nursing, Dentistry, Public Health and Pharmacy) and a network of academic campuses and partners throughout the state. Together they train the health and science workforce of tomorrow.

OHSU School of Medicine

The OHSU School of Medicine is the only school of medicine in the state that offers a Doctor of Medicine (MD) degree and is a vibrant community of educators, students, scientists, clinicians and others working side-by-side to teach, discover and advance health and science. The OHSU faculty is dedicated to preparing physicians, scientists and health care professionals to be future health leaders. Students learn to provide research-based care to patients while working to solve some of the world's most complex health and science challenges.

The school of Medicine faculty is nationally and internationally recognized for its pursuit of knowledge in a breadth of investigative areas, ranging from molecular biology and cancer to heart disease, behavioral science and public health. The school of Medicine includes:

- 20 clinical and six basic science departments plus dozens of centers and institutes that span clinical and scientific domains
- More than 2,500 faculty, 2,100 students and trainees, and 6,300 employees
- \$393 million in research funding annually, which comprises the largest portion of OHSU's research portfolio

OHSU School of Nursing

The OHSU School of Nursing is dedicated to excellence in nursing education. The school's faculty includes nationally and internationally renowned scholars, educators and clinicians who inspire knowledge and discovery, holistic and compassionate care of individuals and communities and ongoing professional development. The school fosters a community of creativity, self-reflection, accountability, respect, diversity and lifelong learning.

Bachelor's and master's degrees focus on developing critical thinking and judgment, understanding health systems and economics, interdisciplinary care, public health and communications in a variety of health care settings. Doctoral and postdoctoral programs prepare graduates for scholarly inquiry, independent research, leadership in the health care arena and advanced practice. The School of Nursing includes:

- 14 education programs, including four bachelor's degrees, two master's degrees, seven Doctor of Nursing Practice degrees and a Doctor of Philosophy in Nursing degree
- Five campuses, located in Portland, Ashland, Klamath Falls, La Grande and Monmouth, plus a student cohort in Bend, Oregon, and a fully online degree program

OHSU School of Dentistry

The OHSU School of Dentistry provides high quality oral health education, patient care, research and community service to the local community, the state of Oregon and the wider region. It also serves the national and international oral health professions. The school has three academic departments and one independent division, each dedicated to advancing oral health through comprehensive care, research and community engagement:

- Department of Oral Rehabilitation and Biosciences
- Department of Oral and Craniofacial Sciences
- Department of Regenerative and Reconstructive Sciences
- Division of Dental Public Health

The Department of Oral Rehabilitation and Biosciences also includes the Division of Biomaterial and Biomedical Sciences. This division focuses on basic science instruction in dental materials, anatomy, biochemistry, immunology, microbiology, neuroscience, nutrition, pharmacology and physiology for predoctoral dental students and advanced students in dental graduate or certificate programs.

OHSU-PSU School of Public Health

The OHSU-PSU School of Public Health (SPH) is a highly innovative school that combines the strengths of two renowned universities to build a public health workforce. School programs educate students, create knowledge, address social determinants of health and bring new approaches and policies to improve the health of populations.

The SPH grew out of a 25-year partnership between OHSU and Portland State University (PSU), formed while collaborating on the Oregon MPH program. The school opened in 2016 as a new model to meet the evolving public health needs of Oregon and beyond. Together, the two universities offer unmatched opportunities for students to learn in classrooms and real-world settings.

College of Pharmacy

OHSU partners with the Oregon State University (OSU) College of Pharmacy to jointly offer an innovative Pharm.D. (Doctor of Pharmacy) program. Students spend their first two years on the main OSU campus in Corvallis. The third year is spent on the OHSU campus at the Center for Health and Healing prior to their fourth-year clerkships. The College of Pharmacy has three primary goals: provide excellent professional education and continuing education, foster outstanding and innovative research, and contribute to public health by developing and promoting ways to provide medications safely and affordably.

Research Mission:

Research is the engine that drives innovation in health care, and is what makes academic medical centers unique hubs for both discovery and outstanding care. As the state's only academic health center, OHSU generates breakthrough research to create new cures, new standards of care and a better understanding of the basic science that drives biomedical discovery.

OHSU is renowned for both its collaborative culture and freedom to innovate. Its unique model provides support for experimentation, leading to major discoveries in neuroscience, cancer biology and treatment, infectious disease and beyond. OHSU scientists work together across disciplines and with partners all over the world to challenge the status quo and improve health for all.

Seventy-one percent of funds from the National Institutes of Health (NIH) that go to Oregon go to OHSU. In FY24, OHSU received \$581 million in research grants, of which \$277 million came from the NIH. OHSU faculty include award-winning researchers and elected members of the National Academy of Medicine (NAM) and National Academy of Sciences (NAS):

- Twelve OHSU faculty belong to the NAM.
- Five OHSU faculty belong to the NAS.
- Three OHSU faculty belong to both the NAM and NAS.
- Three OHSU faculty earned the Lasker-DeBakey Award for Clinical Medical Research: David Huang, M.D., Ph.D. (2023), Brian Druker, M.D. (2009) and Albert Starr, M.D. (2007).

In addition to research in departments of the Schools of Medicine, Dentistry, Public Health, and Nursing, as well as the College of Pharmacy, OHSU encompasses 35 specialized and multidisciplinary research centers and institutes throughout Oregon. Each brings together collaborative teams working together to promote excellence and advance the future of health sciences:

- Knight Cancer Institute (KCI) – The KCI includes hundreds of doctors, nurses and scientists making groundbreaking discoveries to detect and treat cancer. The KCI is also home to world-renowned cancer research pioneer, Dr. Brian Druker, who helped develop Gleevec, the first medication that specifically targets cancer cells.
- Knight Cardiovascular Institute (KCVI) – The KCVI combines leading-edge research and training to advance cardiovascular care for patients from conception through the end-of-life.
- Oregon National Primate Research Center (ONPRC) – One of the seven National Primate Research Centers supported by the NIH, the ONPRC helps people live longer, healthier lives through scientific breakthroughs.

- Vaccine and Gene Therapy Institute (VGTI) – The VGTI conducts innovative, collaborative biomedical research that enables the prevention and cure of infectious diseases.
- Vollum Institute – Supported in part by the NIH and the Vollum endowment, the Vollum Institute’s world-renowned neuroscientists study and develop new treatments for neurological and psychiatric diseases.

CAMPUSES

OHSU campuses cover 96,000 square miles of Oregon and have a footprint in every county. They are anchored in Portland by the Marquam Hill and South Waterfront campuses. Altogether, OHSU occupies more than 8.8 million square feet on about 400 acres.

FINANCIAL AND OPERATIONAL HIGHLIGHTS

- **Employees:** 22,298
- **Faculty:** 3,607
- **Alumni:** 45,086, including 22,134 living in Oregon
- **Students:**
 - 4,206 students in OHSU degree or certificate programs (including students enrolled in joint programs with partner institutions)
 - 1,532 students in joint programs
 - 1,148 students in the OHSU-Portland State University School of Public Health
 - 256 students in joint programs with Oregon State University
 - 128 students in joint programs with the Oregon Institute of Technology
- **Licensed beds:** 576 (OHSU and Doernbecher)
- **Annual operating budget:** \$4.9 billion
- **Research funding:** \$581 million; \$301.27 million in NIH funding
- **Capital spending:** \$215 million
- **Oregon economic impact (2019):** \$7.2 billion and 42,639 jobs
- **Fundraising:** \$104,901,236 from 10,714 donors. The Onward campaign concluded in December 2020 with a total of \$2.002 billion raised from 50,991 donors.
- **Value of OHSU's community contributions (FY21):** \$522 million

OHSU'S VALUES

Transparency

Transparency is the foundation on which trust grows and develops, and as such is essential to everything we do — including collaboration, a cornerstone of OHSU strategy. Transparency builds credibility — and, over time, a sense of institutional integrity — by creating clarity around key facts in many areas from clinical outcomes to financial and other performance data. Transparency can also reveal areas of vulnerability, but it is necessary to inspire public trust, to meet the needs of those we serve and to fulfill our missions.

Diversity

The first goal of OHSU 2025 Plan captures the centrality of diversity to OHSU values and strategy: "Building a diverse, equitable environment where all can thrive and excel." Patients should be able to see providers who

understand and can meet their diverse needs — providers who appreciate and respect differences, whether ethnic background, race, language, religion, abilities, sexual orientation or culture. Students learn best in a diverse educational environment, from mentors with varied backgrounds and experiences, and are thus better equipped to treat the increasingly diverse patient population. In the research mission, diversity promotes creativity. Innovation happens when you bring together people with a wide variety of backgrounds and ideas.

Quality

As Oregon's only comprehensive academic health center, OHSU is and should be the standard-bearer for quality. We are looked to by the community and beyond to establish the benchmarks for quality and to model behavior that adheres to those standards. Our commitment to quality extends throughout the institution. We embrace the pursuit of quality in the broadest possible sense — a commitment to excellence in our mission areas and integrity in our behavior.

Service excellence

As a mission-based organization with a vision to improve the health and well-being of Oregonians, OHSU exists to serve others. To be effective, we need to uphold the confidence of those we serve. This is true of internal clients, collaborators and constituents as well as patients, external partners, community leaders and the general public. We must always remember that the people we serve do not experience OHSU as an institution, but as a person — whether in a clinical unit, on a physician consult line, through research collaboration or navigating our complex campus. OHSU's reputation is made and remade, every day, one encounter at a time.

BELONGING AT OHSU

Diversity, equity, inclusion, belonging (DEIB) and respect are priorities for OHSU. Each enables the work we do in our core missions of healing, teaching and discovery. Our focus on DEIB applies to everyone who contributes to our vision to improve the health and well-being of all Oregonians. This includes our patients, students, learners and members, faculty and health care professionals and partners in all places we provide care. All are essential to creating our culture of DEIB and respect where everyone can thrive.

Additional information about OHSU can be found here: <https://www.ohsu.edu/about>

The President of Oregon Health and Science University (OHSU) has the unique opportunity to lead an eminent health sciences university to its next era of outstanding patient care, transformational biomedical research, innovative education and impact to the state and nation. The Board is fully committed to supporting the President and their team to refocus OHSU on its core missions for the enduring success and impact of this storied academic health sciences center.

The President is responsible for the academic, patient care, philanthropic and engagement agendas in the health-related schools and the health care system of OHSU. They are responsible for ensuring the excellence and quality of the intellectual, clinical, education and engagement missions. That responsibility requires the President to exert effective leadership in strategic planning, quality control, recruitment and the academic mission of OHSU.

The President is charged with fiduciary and fiscal responsibility of the University as reflected in the academic, clinical and research enterprises across OHSU. They will bring a strategic, clear-eyed view to delivering a long-term plan that ensures financial sustainability, strong team-performance and institutional alignment. Of critical importance will be overseeing the acquisition of Legacy Health that will transform the patient care enterprise. Additionally, the President represents OHSU internally and externally with the University academic community, health care professionals in Oregon and the surrounding Pacific Northwest region, as well as federal and state legislators.

The new President must be an individual who demonstrates a collaborative and engaged leadership style that integrates and enhances the OHSU culture. The new President must also be one who embraces and leads the change necessary to succeed in a rapidly evolving environment.

KEY RELATIONSHIPS

Reports to	OHSU Board of Directors
Direct reports	Chief Administrative Officer and Chief of Staff Chief Executive Officer, OHSU Health System Chief Financial Officer Institutional Affairs / General Counsel Office of Civil Rights and Compliance Dean, School of Medicine Chief People Officer Provost Chief Research Officer
Other key relationships	OHSU Foundation Board of Trustees and President External Constituencies (e.g., other state health care providers, government public policy leaders, accreditation bodies, health care associations)

KEY RESPONSIBILITIES

The role of the President will include a wide range of responsibilities, including but not limited to the following:

Strategic Vision – Develop, articulate and implement a vision for OHSU that is consistent with the University’s strategic plan. Inspire a complex organization to a common purpose with the business acumen required to successfully grow a multi-billion-dollar enterprise dedicated to the common good. Foster interdisciplinary collaborations to enhance research, education and clinical care across the colleges, centers and institutes.

Culture – Nurture an environment of respect, collaboration, competence, transparency, innovation and principle-driven management. Maintain a positive work environment, promoting a service-oriented culture and a culture of inclusion and engagement where everyone is valued. Discern and build upon current cultural strengths.

Academic and Research Excellence – Promote excellence in basic, clinical and translational research programs across the health sciences. Ensure the delivery of high-quality graduate, professional and clinical education to a diverse student population.

Business and Operations – Build a high performing organization of empowered, unified and accountable leaders aligned to shared objectives. Leverage the strengths of the clinical enterprise with the academic/research enterprise to create a mutually reinforcing whole. Provide overall guidance and direction to ensure OHSU is operated in an ethical, efficient and financially sound manner and that capital is utilized most efficiently. Develop a structured process to optimize decision-making and process outcomes.

Fiscal Oversight – Lead the financing and budgeting processes for OHSU overall in partnership with the Chief Executive Officer of OHSU Health System, Deans and University’s Chief Financial Officer, ensuring effective fiscal oversight and alignment with the organization’s strategic goals.

Governance – Work in close collaboration with the OHSU Board to set overarching goals. Sustain the right cadence of meetings and transparency to ensure strong performance of the University. Maintain strong partnerships with state and local officials.

Organizational Relationships – Optimize the internal organization of OHSU, establishing clear structures of responsibility and authority to support all missions.

Community Relationships – Cultivate strong and trusting relationships with alumni, donors, government leaders, national peers and related external constituents in advancing the mission and goals of OHSU. Act as an effective representative, advocate and spokesperson for OHSU with various community, governmental and citizen organizations.

Fundraising – Serve as an ambassador to donors and industry partners. Cultivate and convert relationships and strategic vision into philanthropic funding to advance the agenda of OHSU.

People – Select, recruit, develop and lead a cohesive, results-oriented senior management team. Invest in retention, development and engagement of faculty and staff throughout the organization.

DESIRED OUTCOMES

Sustained growth and performance – A constantly improving health system defined by outstanding primary and specialized care; vibrant, engaged teams; strong operational and financial performance; and working as a coherent system across campuses, affiliates, sites and geographies.

Campus Transformation – Success moving OHSU along in key strategic areas, including the successful acquisition of Legacy Health and the opening of a new patient care building on Marquam Hill.

Culture – An environment of respect, transparency, trust, and principle-driven management.

Rural Health Care – Expanded access to high-quality, affordable health care in rural, tribal and medically under-resourced communities throughout the region.

Research Enterprise – Sustained excellence in basic, clinical and translational science research. An upward trajectory and expansion of science aligned with patient care and education and a culture of grass-roots discovery that generates breakthroughs.

Education Enterprise – Highly innovative educational programs that best serve each school and offer opportunities for interprofessional training in a unified health sciences university.

Clinical Enterprise – Clinical operations across the growing health system will meet a high standard of excellence, ensuring the quality of patient experience and care.

Community Collaborations – Positive societal impact felt every day in communities across the region. Thriving bi-directional partnerships that transform communities OHSU serves.

National Reputation – A national reputation in the clinical, education and research enterprises and strong links across the country with business and community leaders, legislators and health care delivery and academic health leaders.

Recruitment and Retention – A destination for top candidates who continuously elevate the enterprise.

Innovation – An accelerated tradition of biomedical innovation and leveraging the application and commercialization activities through partnership with startup companies in the Pacific Northwest and beyond.

IDEAL EXPERIENCE

Executive Leadership in Complex Academic Environments

Substantial and progressive leadership experience within academic health centers at the level of president, dean, department chair, institute director, or similar leadership role within a large academic health center.

Record of Academic Excellence

Balanced and in-depth knowledge and recognized excellence across the spectrum of community collaboration, education, research and patient care. Personal success in establishing and expanding an institutional research program in the health sciences, including strategic development and implementation in collaboration with scholars and practitioners outside the candidate's own field; success developing and leading multidisciplinary educational programs in collaboration with other university or institutional leaders.

Systems Thinker

Leader with a broad institutional mindset and understanding of how to be a "university citizen."

Partnership Experience

Inclusive of acquisitions, joint ventures or other partnership opportunities that grow the clinical footprint.

Business Acumen

Comfort with accountability for a \$4+ billion operating budget.

Skilled in Board Relations and Philanthropy

Experience with board dynamics and with strengthening existing and cultivating new donor relationships.

Terminal Degree in the Health Sciences

With a strong record of scholarship, national/international recognition and academic credentials sufficient to engender respect within OHSU and the community at-large and recognized history of dedication to clinical care.

CRITICAL LEADERSHIP CAPABILITIES

Leading Change

In a dynamic and evolving environment that is committed to a transformational approach to advancing the mission of the University, the President must develop cooperative strategies, engage in collaborative problem solving and lead the implementation of vital change initiatives. The President will do this by:

- Engaging in timely decision-making and balanced collaboration with decisiveness and achievement of post-decision adoption and buy-in.
- Empowering change leaders and involving key influencers in the design and implementation of the transformation initiatives.
- Adapting agreed-upon plans to the political realities and constraints of the organization, targeting the most influential people regardless of formal role and listening to and engaging people in a reasoned way.

Leading People

Within a large, dynamic and complex academic health sciences setting, the President will inspire the best in everyone. With a visible, engaged presence, they will motivate and hold accountable the executive leadership team, as well as colleagues, constituents and influencers throughout the organization. The President will do this by:

- Listening to, and connecting with, individual team members to catalyze highest performance, initiative and ownership in their own areas and in efforts for the greater good.
- Providing vision, leadership and management for the academic enterprise; attracting, retaining and developing faculty and leaders; and setting and communicating clear expectations and objectives for senior leaders, deans, chairs and individual faculty members.
- Respecting difference and engaging in the complex cultural topics of the day with empathy and maintaining a safe environment for all.

Collaborating and Influencing

The President will thrive in a highly relationship- and consensus-driven organization and will quickly comprehend the multiple second and third-order consequences of decisions. They will effectively balance numerous competing needs to make the best strategic and tactical decisions in a timely manner for the organization. The President will work successfully with all constituents in a diplomatic fashion and be able to articulate instances where compromise solutions are reached with limited negative repercussions. The President will do this by:

- Connecting productively with key partners, influencers and community leaders to forge long-term collaborations and partnerships that benefit OHSU as well as patients and families. Establishing healthy relationships with the state’s executive and legislative branches of government to best meet the needs of Oregon.
- Driving to mutually beneficial outcomes that never compromise quality, excellence, or fairness. Respect, strong emotional intelligence and a “north star” of what is best for OHSU will be at the core of the President.
- Leading the dialogue around access to timely, high-quality and cost-effective health care for all communities. The President must be a champion of access and belonging in health care delivery, scholarship, leadership and education, and must promote a high standard of the consideration of serving all communities in all critical strategic and tactical decisions.

OTHER PERSONAL CHARACTERISTICS

Humility, relatability and tact

Integrity

Charisma and confidence without arrogance

Passion and commitment

Curious, courageous, and unafraid to be innovative

Optimism, energy and wisdom

Diplomacy and political presence and accessibility

Inspirational and forward-thinking leadership

An effective listener, communicator and harmonizer

Ability to be decisive and to engage in difficult conversations for the benefit of the institution

FOR ADDITIONAL INFORMATION, PLEASE CONTACT:

Flip Jaeger Office Telephone: 202.741.8303
 E-mail address: fjaeger@spencerstuart.com

Assisted by: Nicole Villar
 Office telephone: 202.741.8329
 E-mail address: nvillar@spencerstuart.com

Kathryn Sugerman Office Telephone: 310.443.3525
 E-mail address: ksugerman@spencerstuart.com

Assisted by: Kimberly Harvalis
 Office telephone: 310.443.3510
 E-mail address: kharvalis@spencerstuart.com

Shannon Yeatman Office Telephone: 404.504.4436
 E-mail address: syeatman@spencerstuart.com

Assisted by: Melinda Lee
 Office telephone: 404.504.4407
 E-mail address: mklee@spencerstuart.com

Wesley Yampolsky Office Telephone: 215.814.1619
 E-mail address: wypolsky@spencerstuart.com