



PACIFIC NORTHWEST UNIVERSITY OF HEALTH SCIENCES
Yakima, Washington

PRESIDENT OF THE UNIVERSITY

OVERVIEW

The Board of Trustees of Pacific Northwest University of Health Sciences is pleased to invite nominations and applications for the position of President of the University. The President is the chief executive officer of the University, reports directly to the University's Board, and is ultimately responsible to the Board for the supervision and administration of academic, business, and fiscal operations, as well as all other matters pertaining to the institution.

Pacific Northwest University of Health Sciences (the University) was founded in 2005 to meet the critical need for healthcare professionals in rural and underserved communities in the Pacific Northwest. The University is a 501(c)(3) not-for-profit healthcare educational institution in the state of Washington. Its potential for significant growth and development makes this position an exceptionally attractive professional opportunity.

The Board seeks an energetic, experienced, ambitious, and accomplished institutional leader who has gained distinction as a teacher-scholar and fund-raiser, preferably with executive experience in a health sciences setting. The appointment to the presidency is expected to take effect in the summer of 2012.

Additional information about the University is available at www.pnwu.org. Application procedures are described at the end of this document.

THE UNIVERSITY

Institutional Background. What started as a conversation around a table in 2004 to address critical health care shortages in the five-state region of Washington, Oregon, Idaho, Montana, and Alaska soon became Pacific Northwest University of Health Sciences through the tireless efforts of dedicated and generous founders. Today, only seven years later, the University is a four-year postgraduate institution, and its College of Osteopathic Medicine is one of 26 schools of osteopathic medicine nationally. The first students entered the University in the fall of 2008, and thus the spring of 2012 will mark the graduation of the University's first class.

With its founding, the University and its College of Osteopathic Medicine became the Pacific Northwest's first new medical school in 60 years. It will substantially increase the number of new practicing physicians each year and prepare a new generation of doctors to serve the five million at-risk people in the area's underserved communities. Two additional colleges envisioned at the University's founding are the College of Allied Health Sciences and the College of Postgraduate Studies; their development will follow.

Located in the city of Yakima, in the heart of Central Washington, the University is two hours east of Seattle, three hours west of Spokane, and three hours northeast of Portland, Oregon.

Mission and Vision. In 2011, the University adopted the following updated mission statement:

Pacific Northwest University of Health Sciences educates and trains health professionals with osteopathic values and conducts research to provide quality care to communities of the Pacific Northwest, particularly rural and underserved populations.

To accompany this mission statement and to provide a direction for the future, the University has also adopted this statement of vision:

By 2030, we will have a comprehensive osteopathic health sciences university that is recognized as the country's leader in community-based primary care education.

These newly expressed mission and vision statements were adopted as the result of a strategic planning process that identified three Core Themes as a basis for the University's mission, vision, and goals: Education—key to providing outstanding and resourceful healthcare providers; Access to healthcare—achieved by increasing the numbers and improving the quality of healthcare professionals in rural and underserved communities of the five-state region; and Research—contributes to the medical knowledge base, promotes scholarly activity, and supports the University mission.

College of Osteopathic Medicine. The College of Osteopathic Medicine, the first college to open on the University campus, is a state-of-the art medical school staffed by academic instructors of high caliber and practicing physicians from both the osteopathic and allopathic professions. The College is dedicated to:

- Increasing access to primary health care services to rural communities in the five-state region of Alaska, Washington, Oregon, Idaho and Montana;
- Responding to health care workforce shortages;
- Recruiting and training qualified students from rural communities, particularly students who share a commitment of returning to these communities to serve others; and
- Augmenting existing health care resources through collaboration and new resource development.

Accreditation and Licensure. Pacific Northwest University of Health Sciences College of Osteopathic Medicine (PNWU-COM) has received provisional accreditation status from the Commission of Osteopathic College Accreditation (COCA) of the American Osteopathic

Association. This is the highest accreditation the College can achieve from COCA prior to graduating its first class in 2012, and it allows a maximum of 75 students per class until that time.

In addition, Pacific Northwest University of Health Sciences is authorized by the Washington Higher Education Coordinating Board (HECB) and meets the requirements and minimum educational standards established for degree-granting institutions under the Degree Authorization Act. This authorization is valid until March 6, 2013, and authorizes Pacific Northwest University of Health Sciences to offer the following degree program: Doctor of Osteopathic Medicine. Accreditation by the Northwest Commission on Colleges and Universities will likely be sought following the first graduation in 2012.

The Academic Program. At the Pacific Northwest University of Health Sciences College of Osteopathic Medicine, students in years one and two are in residence, pursuing a total of 213.5 required credit hours of coursework, both in standard fields of medicine and in the University's distinctive focus on osteopathic principles and practice.

Medical students spend their third and fourth years in clinical rotations, obtaining hands-on experience under the guidance of qualified physicians. Practicing physicians in the five-state service region are encouraged to be adjunct faculty through precepting or lecturing to students. Rotations are four weeks in length and can be arranged flexibly to fit student schedules. The University utilizes rural and urban, small to medium-sized hospitals for student rotation and residency programs as part of its comprehensive campus-based educational curricula, training students in the very environments in which they will ultimately practice.

Regional Training Sites for clinical rotations currently include Yakima area, Washington; Anchorage, Alaska; Fairbanks, Alaska; Tri-Cities area, Washington; Spokane, Washington/Coeur d'Alene, Idaho; Mt. Vernon/Skagit Valley, Washington; Aberdeen, Washington; Blackfoot/Twin Falls, Idaho; Boise, Idaho; Tacoma/Puyallup, Washington; Portland, Oregon; Vancouver/Longview, Washington; and Billings, Montana.

Admissions and Student Life. The University currently admits 75 new primary care physicians per year into PNWU-COM, from a primary applicant pool (through AACOM) of approximately 2300 and a supplemental application pool of approximately 700. Applicants are considered on their intellectual ability, scholastic achievement, commitment, and suitability to succeed in the study of osteopathic medicine. In order to meet the University's mission, preference is given to applicants from Alaska, Idaho, Montana, Oregon, Washington, and rural medically underserved areas of the country. The University does not accept international applicants, transfer credits, or waive the requirements set forth in the admissions process.

With the admission of its fourth class for 2011-12, the University will have 150 students on campus and 150 away on clinical rotations. Once full accreditation is granted, the size of each entering class is planned to grow to 125; this will result in a student body of 500, with 250 on campus and 250 on clinical rotations.

Student Life is enhanced by fifteen student clubs and organizations and by access to a multitude of outdoor recreational opportunities within an hour's drive of Yakima.

Financial Aid. The Financial Aid Office administers Title IV, HEA programs and all other sources of funding, such as Stafford and PLUS loans, in accordance with applicable statutory provisions. Students are also encouraged to pursue various private scholarships and loan programs. The University is dedicated to offering more affordable tuition rates and developing community-based scholarship programs for students.

Faculty and Staff. In 2011, the regular faculty consisted of 40 persons: four full professors, eight associate professors, 21 assistant professors, including seven Chairs and Deans. Of the faculty, 13 are women and three are minorities. These faculty amount to approximately 20 paid full-time equivalents (FTEs), and thus the on-campus Student/FTE faculty ratio is 7.5/1. In addition to the faculty, there are currently six administrators and 41 staff members, for a total of 87 employees.

Library and Information Services. The University Library's catalog provides access to books, journals, and other materials in the Library's collection. The Online Database [PubMed \(Medline\)](#), provided by the U.S. National Library of Medicine, includes over 17 million citations from MEDLINE as well as links to full-text articles, books, and other resources. The Library also includes several eJournals: [HighWire Press](#), a service of Stanford University that includes free access to nearly 2 million journal articles; and [PubMed Central \(PMC\)](#), a collection of free full-text biomedical and life science journals.

Campus and Facilities. The University campus consists of 42 acres located just east of Yakima in Terrace Heights, WA. The main campus building is Butler-Haney Hall, a 46,000 square foot learning center housing the College of Osteopathic Medicine. This facility contains the latest state-of-the-art technology, a spacious anatomy laboratory with camera projections, a large osteopathic manual medicine classroom with electronic monitoring, and numerous break-out rooms for small group interaction. A planned expansion of this building will add an auditorium and additional office space to serve the increased number of students. Recently completed is a 10,000 square foot student center on property immediately adjacent to the campus. The University also has leased administrative space in a commercial building nearby. There are no residence halls; all students make their own housing arrangements in the local real estate market.

Finances. The University's operating budget for the 2010-11 academic year was \$11.6 million, and for 2011-12 it is approximately \$14.9 million. Approximately 80 percent of operating revenue comes from tuition and fees. Tuition for the 2011-12 academic year is \$43,000 for first- and second-year students. Salaries and benefits for regular employees make up 55 percent of operating expenses, with an additional eight percent representing purchased or contractual services.

The University received \$1.35 million in gifts and grants in 2009-10; in 2010-11 that category of income grew to nearly \$2 million. The University has long-term debt of \$27.3 million in the form of a mortgage and notes payable, with available lines of credit of \$3 million (banks) and \$5.8 million (individuals). The lines of credit had zero balances as of June 30, 2011.

Governance: The University is governed by a Board of Trustees consisting of 17 voting members, representing professions relevant both to a start-up institution and to the training of well-rounded medical students. Their skill sets include accounting, university-level curriculum development, healthcare provision, hospital and practice administration, graduate medical education training and administration, assisted living and nursing home administration, community health center administration, construction management and new business development, banking, finance, and volunteer community service

The Board meets monthly and conducts its work largely through five committees. The President plays an active role with trustee leadership in setting goals and direction for the University. It is the Board's commitment to the University's mission, vision, and values that will play a major role in making it possible for many citizens in the Pacific Northwest to benefit from increasing access to health care.

THE FUTURE: Opportunities, Aspirations, and Challenges

Among all the constituencies of the Pacific Northwest University community—trustees, faculty, students, administration, staff, and Yakima community supporters—there is a palpable excitement for this new institution to realize its envisioned potential through intelligent growth and development. There is also recognition that presidential leadership is essential to guide and enable this growth and to identify possible new directions for success. Extensive conversations with campus constituencies have identified particularly important opportunities that call for such leadership.

Develop a shared vision for fulfilling the University's potential. For a new institution like Pacific Northwest University, each of its formative years is critical. With PNWU-COM nearing full accreditation and thus its potential to grow to 125 students per class, the University faces important questions about how best to incorporate that growth and how best to take the steps of developing the next colleges envisioned: the College of Allied Health Sciences and the College of Postgraduate Studies. These questions also relate to what areas of preparation—such as physical therapy and Physicians' Assistants—should next be approached. Some of these possibilities might be undertaken in conjunction with neighboring institutions. Presidential leadership is essential in the strategic planning process currently underway that will lead to consideration and undertaking of all the opportunities for growth and development that present themselves.

Solidify the University's recognition in the city, state, and region. For the University to achieve its mission and full potential, it must become more widely recognized and supported in every geographical level: city of Yakima, state of Washington, and the five-state region. One essential aspect of this enhanced reputation is success in expanding the number and capacity of sites identified for clinical rotations of PNWU-COM students. Presidential leadership will be essential to the promotion of the University's mission across the entire region and the creation of expanded training opportunities.

Achieve full institutional standing through accreditation. The next few years are critical to the University's achievement of full accreditation by the pertinent associations, such as the American Osteopathic Association (via COCA) and the Northwest Commission on Colleges and Universities. Various financial and educational considerations can be stumbling blocks in this process, and full institutional effort under presidential leadership will be necessary for full success in these efforts.

Enhance the culture of excellence on campus and community. Pacific Northwest University has the potential to have a major impact on Yakima and central Washington, economically, educationally, and in terms of community strength and pride. To fulfill this role responsibly, the University has the obligation to establish and maintain internally a standard of excellence that can be the basis for its best influence on the surrounding communities.

Achieve greater financial strength. As a new institution, the University has as yet no endowment and no alumni giving, and it has operated with revenue coming from a less-than-full student body. The generous support of a very large number of friends and donors has made it possible for the University to start successfully, but it is critical that the institution embark now on a range of fund-raising activities that will enable the filling out of PNWU-COM and the establishment of additional colleges and programs. One important opportunity and challenge in this regard is to expand the base of financial support more widely within the five-state region of its mission.

THE PRESIDENT: Professional Capabilities and Personal Attributes

Pacific Northwest University of Health Sciences seeks a president with demonstrated professional capabilities and personal attributes that will enable him or her to lead the University successfully in pursuing the opportunities and meeting the challenges outlined above. The ideal candidate will preferably be a distinguished medical educator with proven leadership capacity, well-developed social and political skills, and demonstrated fund-raising ability.

Professional Background and Capabilities. The University's status as a new institution with a mission clearly focused on its geographical region calls for a particular set of professional experiences and capabilities in its President. These include the following:

- **Academic Credentials.** Primary consideration will be given to candidates who have an earned doctorate or comparable terminal degree in a field pertinent to education in the health sciences, who have gained distinction as a teacher-scholar in an institution of high quality, and who have demonstrated leadership qualities in an executive position in such an institution.
- **Inspirational Leadership.** Essential is the ability to unite an educational community around a vision, to work effectively with many constituent groups, and to build consensus in a community that values the participation, contribution, and involvement of all its members.

- **Organization and Planning.** The President must possess great skill in organizing, planning, and managing the major portions of an institution's operation, both directly and through effective delegation.
- **Financial Responsibility.** Equally important is the demonstrated ability to be financially disciplined, responsible, and appropriately sophisticated in the areas of budget building and fiscal management, and also the ability to set a high standard for colleagues in this regard.
- **Making Decisions.** As the University's leader, the President must maintain the appropriate balance between being consultative and decisive, avoiding the extremes of being a micro-manager on one hand or a "hands-off" administrator on the other.
- **Communication.** It is essential that the President be supremely articulate, possessing exceptional public speaking and writing skills and delighting in using these skills to make personal and professional connections with students, faculty, staff, alumni, friends of the University, and the community as a whole.
- **Entrepreneurial Spirit.** Particularly in these early years of the institution's life, the President must bring an innovative and entrepreneurial spirit to the University's growth and development, seeking and taking advantage of special opportunities that present themselves for partnerships and new programs.
- **Building Resources.** Essential is a record of successful experience in planning and executing major initiatives for strengthening financial resources such as fundraising for operating and endowment funds, attracting other forms of financial support, and being principal spokesperson for the implementation of these initiatives.
- **Building Networks.** The success of PNWU-COM and the other colleges and programs to come next will depend on the President's ability to build networks across the five-state region for institutional support in general and clinical rotation sites in particular. This will require the desire and stamina for frequent travel and the skills of attracting partners and establishing relationships.
- **Appreciation for the Academic Enterprise.** To be an effective leader and supporter of the faculty, the President must possess a clear and demonstrated understanding of teaching and research in the health sciences.
- **Pursuit of excellence.** In all the above, the President should exemplify the values of excellence in ways that will both uplift the University community and also establish himself or herself as a national leader in health science education. In this way, the President will be a true ambassador for Pacific Northwest University.

Personal Attributes. In addition to these professional capabilities, and in order that they may be most effectively used for the University's strengthening, it is important that the President also possess the following personal attributes:

- A solid, stable personality with the combination of self-confidence and humility to be a natural leader, happy to give credit to others;
- High energy and an active nature that fits well into a dynamic environment;
- A natural and healthy ambition to succeed and to leave a valuable legacy, complemented by a strong work ethic and the inclination to be a self-starter;
- The ability to be both gracious and firm in situations that require a mature hand;
- Teachability, i.e. the willingness to listen, to take advice, and to take away valuable messages through intelligent filtering;

- A collaborative style that leads to being a natural team player, eager to express appreciation for the work of others;
- The desire to participate actively in campus and community life, including residing in Yakima and being comfortable and effective in deep association with the rural nature of the community;
- The confidence to move easily and graciously in the local community's social circles and the willingness to be a highly visible member thereof.
- Such interpersonal skills as patience, a sense of humor, and openness to divergent points of view.
- A natural and sincere orientation to students and to their successful experience.

Character: Finally, the President must be an individual of impeccable personal integrity with a clear sense of ethics, fairness, and responsibility. As the principal representative of the University both within the campus community and beyond, he or she will be entirely open, honest, and accountable.

PROCEDURE FOR NOMINATIONS AND APPLICATIONS

Inquiries, nominations, and applications are invited. Review of candidates will begin immediately, and expressions of interest will be welcomed until an appointment is made. The appointee is expected to take office in July 2012. To ensure full consideration, applications should be received by October 15, 2011. Application materials should include a letter of interest, a *curriculum vitae*, and names and full contact information for five professional references. Calls to references will occur only later in the search process and only with prior notification of candidates. All submissions will be treated in confidence and must be sent electronically (MS Word or .pdf format) to:

PNWUPresident@academic-search.com.

The University and Search Committee are assisted by:

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