Leadership Profile

President
Seattle Children’s Research Institute
Seattle Children’s
President, Seattle Children’s Research Institute

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THE OPPORTUNITY

Seattle Children’s seeks a leader with vision, and a dynamic, inclusive, and enterprising style to serve as the next President of the Seattle Children’s Research Institute.

Seattle Children’s is a top-tier pediatric institution, united by a compelling mission: to provide hope, care, and cures to help every child live the healthiest and most fulfilling life possible. Dedicated to delivering superior patient care and identifying new discoveries and treatments through research for over 100 years, the organization’s annual net operating revenue of $1.7 billion places it among the largest children’s hospitals in the country today. It includes a 407-bed hospital, a foundation supported by thousands of donors and guild members and the Seattle Children’s Research Institute – one of the top five pediatric research centers in the country, internationally recognized for its work in cancer, genetics, immunology, pathology, infectious disease, injury prevention and bioethics with over $208 million in extramural funding. Together, Seattle Children’s Hospital, Research Institute, and Foundation deliver superior patient care, identify new discoveries and treatments through pediatric research, and raise funds to create better futures for patients.

Ranked as one of the top children’s hospitals in the country by U.S. News & World Report, Seattle Children’s serves as the pediatric and adolescent academic medical center for Washington, Alaska, Montana, and Idaho – the largest region of any children’s hospital in the country. As one of the nation’s top five pediatric research centers, Seattle Children’s Research Institute is internationally recognized for its work in neurosciences, immunology, cancer, infectious disease, injury prevention, and much more. Seattle Children’s Foundation works with the Seattle Children’s Guild Association, the largest all-volunteer fundraising network for any hospital in the country, to gather community support and raise funds for uncompensated care and research. Seattle Children’s continues to experience growing demand for services and has frequently expanded and updated its facilities in response. Its most recent significant facilities expansion began in 2018, when the organization broke ground on a $460 million, 310,000-square-foot building addition. The new building will feature eight additional operating rooms, two cardiac catheterization labs, 20 additional inpatient beds and new spaces for pharmacy, laboratory, sterile processing and the Cancer and Blood Disorders Center. It will open in the summer of 2022.
OVERVIEW OF SEATTLE CHILDREN’S

Mission
To provide hope, care, and cures to help every child live the healthiest and most fulfilling life possible.

Vision
To be an innovative leader in pediatric health and wellness through unsurpassed quality, clinical care, relentless spirit of inquiry, and compassion for children and their families, and to care for all children in our region, regardless of their family’s ability to pay. Seattle Children’s will:
- Practice the safest, most ethical, and effective medical care possible.
- Discover new treatments and cures through breakthrough research.
- Promote healthy communities while reducing health disparities.
- Empower our team members to reach their highest potential in a respectful work environment.
- Educate and inspire the next generation of faculty, staff, and leaders.
- Build on a culture of philanthropy for patient care and research.

Values
- Compassion
- Excellence
- Integrity
- Collaboration
- Equity
- Innovation

Facts and Figures
- 8,443 total active employees
- 1,857 total active medical staff
- 1,811 total member nurses (Washington State Nursing Association)
- 1,013 total physicians in training (academic year 2019-20)
- 502 total medical students in training (academic year 2018-19)
- An average of 890 volunteers per month, serving a total of 75,213 hours
- 7,631 outpatient surgeries and 2,909 inpatient surgeries
- 407 total licensed beds, with 343 in operation:
  - Medical/Surgical Unit: 153
  - Cancer Care Unit: 46
  - Pediatric Intensive Care Unit (including Cardiac ICU): 59
  - Psychiatry and Behavioral Medicine Unit: 41
  - Neonatal Intensive Care Unit: 32
  - Rehabilitation Unit: 12
SEATTLE CHILDREN’S HOSPITAL

For more than 100 years, Seattle Children’s Hospital has specialized in meeting the unique physical, emotional, and developmental needs of children from infancy through young adulthood.

Through the collaboration of physicians in nearly 60 pediatric subspecialties, Seattle Children’s provides inpatient, outpatient, diagnostic, surgical, rehabilitative, behavioral, and emergency and outreach services, regardless of a family’s ability to pay. From its main campus in Seattle to the Arctic Circle, Children’s physicians provide care at 43 outreach sites across four states covering nearly a million square miles – the largest region of any children’s hospital in the country.

Seattle Children’s offers urgent care clinics in Bellevue, Seattle, Federal Way and Mill Creek, and its emergency room offers around-the-clock access to Seattle Children’s experts in more than 30 pediatric specialties and to the full facilities of the hospital in case of emergencies. Because many children and families travel to Seattle Children’s for care, Guest Services offers resources for a smooth arrival, stay and departure.

Seattle Children’s main campus is a 24-acre site in Seattle’s Laurelhurst neighborhood. It is equipped with the most advanced diagnostic and therapeutic equipment and provides a fertile environment for clinical and health services research. In 2018, Seattle Children’s broke ground on a 310,000-square-foot addition, referred to as Building Care, on its main campus. The new building will feature eight operating rooms, two cardiac catheterization labs, 20 additional inpatient beds and new spaces for pharmacy, laboratory, sterile processing and the Cancer and Blood Disorders Center. It will open in 2022.

SEATTLE CHILDREN’S RESEARCH INSTITUTE

At the forefront of pediatric medical research, Seattle Children’s Research Institute (SCRI) is one of just 30 exclusively pediatric research institutes in the world and is among the top five in National Institutes of Health funding. SCRI is recognized internationally for its work in cancer, genetics, immunology, pathology, infectious disease, injury prevention and bioethics, and consists of nine major centers.

Seattle Children’s is dedicated to recruiting and retaining talented researchers and creating the facilities and programs they need to transform important findings into viable, real-world therapies. Their researchers have made major contributions to pediatric medicine, including pioneering groundbreaking cystic fibrosis treatments and cutting-edge cancer therapies that help a child’s immune system defeat cancer. SCRI investigators are involved in hundreds of projects that cover every phase of research, from studying how...
diseases work to improving investigational therapies.

SCRI is comprised of three adjacent buildings located in downtown Seattle, close to the University of Washington and Fred Hutch, along with other biotechnology centers. The physicians and scientists that staff the research institute are faculty members at the University of Washington. The collaboration with the University of Washington, Fred Hutch and the healthcare providers at Seattle Children’s is one of SCRI’s key strengths, allowing the faculty to draw on a variety of disciplines and techniques as they pursue solutions to some of medicine’s most complex problems.

For FY2020, SCRI had over $200,000,000 in total extramural funding from the following sources:

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
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<tr>
<td>Federal</td>
<td>$137,155,114</td>
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<tr>
<td>Industry</td>
<td>$30,562,681</td>
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<tr>
<td>Nonprofit</td>
<td>$39,368,322</td>
</tr>
<tr>
<td>Other</td>
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</table>

Now, with one million square feet of clinical, laboratory and office space, a workforce of over 1,800 and more than $200 million in total extramural funding for the 2020 fiscal year, SCRI is working toward the next wave of lifesaving discoveries. To accelerate its progress, SCRI is organized into seven centers, each specializing in areas like cancer biology, neuroscience, and child health and behavior. These centers include Ben Towne Center for Childhood Cancer Research, Center for Child Health, Behavior and Development, Center for Clinical and Translational Research, Center for Developmental Biology and Regenerative Medicine, Center for Global Infectious Disease Research, Center for Immunity and immunotherapies and Center for Integrative Brain Research. Focus programs at SCRI include the Treuman Katz Center for Pediatric Bioethics, the nation’s first pediatric bioethics center, Health Equity Research Program based in the Center for Diversity and Health Equity, and the Center for Nursing Research.

Researchers in the centers work in close collaboration with one another, their colleagues at partner institutions including the University of Washington and Fred Hutchinson, Seattle Children’s Therapeutics, and with healthcare providers at Seattle Children’s Hospital.

**SEATTLE CHILDREN’S FOUNDATION**

Seattle Children’s was initially founded and run by a group of philanthropic women more than 100 years ago. Their generous spirit can be seen today in the support of thousands of donors and guild members, and it is their support that ultimately makes it possible to create better futures for Seattle Children’s patients. The strong philanthropic support of the community is evident in the success of the Foundation, which is among the top fundraising organizations within pediatric healthcare today. In FY2019, the Foundation raised more than $200 million, reaching that milestone for the first time. In FY2021, the Foundation is poised to surpass this, putting the campaign on track to reach its $1.35 billion goal. The pillars of the campaign include support for clinical and research programs in immunotherapy and neurosciences, as well as ongoing support for community health and access to care for every child in the region. The Foundation has been the beneficiary of numerous gifts, including a $50 million commitment announced earlier this year by the Aldarre Foundation from the Boeing estates.
DIVERSITY, EQUITY, INCLUSION, AND ANTI-RACISM

Seattle Children’s is dedicated to becoming an anti-racist and equitable health organization.

To realize this vision, Seattle Children’s has adopted a long-term comprehensive plan: the Anti-Racism Organizational Change and Accelerated Equity, Diversity, and Inclusion Plan. This plan was designed with the guidance and support of patients, workforce, community, and trusted expert leaders on anti-racism work, equity, inclusion, and diversity over the past year. For more information about the plan go to: https://www.seattlechildrens.org/about/commitment-anti-racism/

Seattle Children’s executive leaders will hold themselves and their teams accountable for fostering an inclusive work and care environment. That means racism is not tolerated. Seattle Children’s recruiting efforts must ensure it attracts and retains a workforce who represent the diversity of its patients. The institution must examine and dismantle organizational policies and systems that allow racism to persist and replace them with new systems that create racial equity.

POSITION SUMMARY

Building on the extraordinary growth of the past twenty years, the new President of Seattle Children’s Research Institute has overall executive responsibility for the administration and operation of the research campus and is responsible for organizational leadership, fiscal health, and incorporation of the corporate vision, mission, and goals across the research enterprise.

Reporting to CEO Jeff Sperring, MD, and a member of his Executive Leadership Team, the President, SCRI participates in the development and ongoing assessment of corporate strategy. The President works collaboratively to develop, secure support for, and implement a vision for the strategy, policy, and infrastructure that will position SCRI as a leading research institution and works with stakeholders to promote and enhance a dynamic, ambitious, and highly collaborative research agenda across Seattle Children’s that builds synergies among areas of the organization in pursuit of greater impact.

The President, SCRI attends Board meetings and staffs the Boards Research Committee and works closely with the President of the Seattle Children’s Foundation. The President also serves as an Assistant Dean for Research and will hold a faculty appointment at the University of Washington School of Medicine.

Leadership

- Embrace and advance Seattle Children’s commitment to becoming an anti-racist and equitable organization by promoting diversity, equity, and inclusion.
- Develop and lead a motivated staff with diverse professional skills, including by supporting professional development, and fostering an environment of equity and inclusion.
- Establish relationships and engender trust with varied constituencies and promote an atmosphere of collegiality within SCRI and between its various partners, both internal and external.
- Promote a culture of service, empower direct reports, and create an atmosphere that is open to creative and innovative ideas for action and improvement.
Research Operations

- Provide executive oversight for all Center Support Departments including: Center Business Office (CBO), Office of Sponsored Research (OSR), Office of Animal Care (OAC), Office of Institutional Assurance (OIA), Research Environmental Health and Safety, Office of Science-Industry Partnership, Intellectual Property Core, Science Education Department, Research Operations, Research Facilities, Community Relations, Research Marketing and Communications, Research Building & Engineering, the Clinical Research Integration Hub and Research Purchasing & Research Cores.
- Develop and implement an organizational vision that integrates institutional program goals, priorities, and values. Balance change and continuity; continually strive to improve stakeholder service and program performance; create a work environment that encourages creative thinking; maintain focus, intensity, and persistence, even under adversity.
- Working with the Chief Academic Officer and senior faculty, oversee and develop new Research Centers aimed at promoting Children’s mission to prevent, treat, and eliminate childhood disease. Provide leadership and management in reviews and assessments of proposals for large-scale research activities, centralized research facilities, interdisciplinary research programs, and inter-institutional research agreements.
- Oversee research facility development and renovation plans. Maintain research campus Master Use Plan.
- Develop and stimulate participation in activities that encourage interaction between SCRI and the public/private sector in research activities.
- Identify and establish liaisons with corporations, foundations, and research institutes that will provide support for basic and applied research.
- Provide external agencies, corporations, and foundations with information on the research capabilities of SCRI.
- Encourage and support faculty and staff in developing opportunities for patents, licensing, and technology transfer. Promote commercialization.
- Act on recommendations from the IP Committee.

Research Finance

- Provide executive oversight for the Office of Research Finance.
- Oversee the research budgetary process, including preparation and justification of annual operating and capital budget strategies for the research enterprise. Present budget strategy for approval by the Finance and Asset Management Committee.
- Develop the long-range financial plan and capital plan for SCRI.
- Oversee the allocation of financial resources for the research enterprise, including intramural funds; identify cost-effective approaches; establish and ensure the use of internal controls for research financial systems.
- Oversee procurement and contracting procedures and processes for the research enterprise.
- Assess current and future staffing needs for the research infrastructure based on organizational goals and budget realities.
- Working with the CIO, ensure the efficient and cost-effective development and utilization of information technology systems and other technological resources that meet organizational needs; understand the impact of technological changes on the research enterprise and Hospital.
- Oversee negotiations with DHHS on F&A rates for the research enterprise.
- Establish and implement policies for bridge and gap-funding of research.
Strategic Planning
- Working with the Chief Academic Officer and senior faculty, develop and implement a research strategic plan that ensures active participation by the faculty and integration with the Corporate Strategic Plan. Ensure that strategic planning remains a dynamic and quantitative process.
- Monitor and regularly report indicators for achieving goals and objectives outlined in the strategic plan.
- Working with the CFO, develop and refine a financial model for achieving the corporate research vision. Establish and refine a rolling five-year financial plan.
- Regularly report progress on the research strategy to the CEO and Boards.

Philanthropy
- Work closely with the President, Seattle Children’s Foundation to develop and pursue philanthropic priorities. Support Major Gift Directors in their development activities.
- Meet with prospective and current donors/funders as needed.
- Working with Research Center Directors and faculty, ensure stewardship of philanthropic funds. Regularly review expenses to gift accounts to ensure that these funds are used to leverage future extramural research.
- Attend all research fundraising events and select corporate events as may be assigned by the CEO.

Marketing and Communications
- Provide executive oversight of marketing efforts in support of the research enterprise. Working closely with the VP, Chief Marketing and Communications Officer, review and approve marketing plans for research.
- Review and approve all press releases related to the research enterprise; identify newsworthy projects, findings, and scholarly work for publicity.
- Conduct interviews with the press as needed.
- Play an active role in government relations, visiting the WAMI Congressional Delegation in Washington, D.C. on at least an annual basis to advocate for research appropriations.
- Represent SCRI on community Boards.

University of Washington School of Medicine
- As the Assistant Dean for Research, work closely with the Vice Dean regarding current and planned research to support and accomplish a coordinated and complementary approach between UWSOM and Seattle Children’s.
- Oversee research compliance for UW faculty based at SCRI.
- Work with Vice Dean to coordinate replies to limited application RFA’s.
- Serve on CTSA Executive Committee.

Research Compliance
- Serve as Institutional Official (IO) for the following: Institutional Review Board (IRB); Institutional Animal Care and Use Committee (IACUC); and Institutional Biosafety Committee (IBC).
QUALIFICATIONS

- A track record of leadership and innovation in the national and international research establishment and experience in linking research to graduate education;
- Demonstrated ability to provide strategic leadership in multi-disciplinary and academic research and scholarship and strong skills in planning, communication, and organization;
- A track record of experience managing individuals with differing backgrounds and experience with a passion for developing talent and fostering opportunity and growth and in a workplace culture that is inclusive and equitable;
- Experience leading equity, diversity, inclusion, and anti-racism initiatives;
- The ability to enhance the educational and research mission by creating further opportunities for global collaboration among researchers, students, and faculty;
- A history of strong interactions with government agencies and the corporate sector and knowledge of national and international research agendas and enterprise;
- Knowledge of the role of philanthropic foundations in research and scholarship in liberal arts, science, technology, and health care education;
- Familiarity with patenting and licensing;
- Rigorous knowledge of federal research policies and compliance regulations;
- Knowledge of intellectual property guidelines to develop a culture of academic research excellence while building on technology transfer and economic development activities;
- An understanding of federal and state appropriations processes, budgeting in a complex environment, grants and contracts administration, and strategic planning with accountability measures;
- An understanding of contemporary public higher education and the development of research infrastructure.

Required Experience:

- PhD or MD and ten years of increasing operational management responsibility and experience in primary research at the academic level.
- A minimum of five years at the executive level in a large, complex, and horizontally integrated healthcare setting.
- Broad knowledge of the healthcare industry, research, academic medicine, health policy and regulation, finance.
SEATTLE, WASHINGTON

Seattle’s spectacular location, nestled between the Cascade and Olympic Mountain ranges along Puget Sound, beautifully contrasts with the modern epicenter of urban Seattle, creating the perfect location for a balanced lifestyle. Seattle is a vibrant and sophisticated city whose thriving urban core of culture, economy and entertainment is surrounded by over 100 distinct neighborhoods offering an attractive range of housing options. The best in urban recreation is nearby with golf, kayaking and canoeing, fishing, hiking, biking, urban parks and public gardens in close proximity. A short drive out of the city leads to skiing, snowboarding, river rafting, hiking and wonderful wilderness. Seattle is home to major league sports teams providing spectator sport opportunities. Magazines such as Fortune and Money rate Puget Sound communities as some of the best places to live in America.

The Greater Seattle Area is comprised of three counties – King, Snohomish and Island – with a population of over 4 million. The moderate climate with mild winters and cool summers has attracted a diverse citizenry. Originally founded by those involved in logging, fishing and major maritime pursuits, the Greater Seattle Area is now known for high-tech firms like Microsoft and Amazon, and companies such as Starbucks and Boeing.

Educational opportunities abound. The public K-12 school system is strong, and there are plentiful options for private education as well. Opportunities for higher education include the University of Washington, Seattle University, Seattle Pacific University, plus an array of colleges, community colleges, technical schools and arts education.

TO APPLY

Seattle Children’s has retained Opus Partners to support the recruitment of this position. Katie Dean, Associate Partner, and Thomas Lapierre, Senior Associate, are leading the search. Confidential inquiries, applications, and nominations should be sent by email to Thomas (thomas.lapierre@opuspartners.net).

Seattle Children’s complies with applicable federal and other civil rights laws and does not discriminate, exclude people or treat them differently based on race, color, religion (creed), sex, gender identity or expression, sexual orientation, national origin (ancestry), age, disability, or any other status protected by applicable federal, state or local law.