



**PACIFIC NORTHWEST UNIVERSITY OF HEALTH SCIENCES**  
**Yakima, Washington**

**CHIEF ADVANCEMENT OFFICER**

**OVERVIEW**

Pacific Northwest University of Health Sciences (PNWU) is pleased to invite nominations and applications for the position of Chief Advancement Officer (CAO), to provide leadership for the University's fund development programs. The CAO reports to the President and will be responsible for directing and overseeing all fundraising activities, including major gifts and planned giving.

Pacific Northwest University of Health Sciences 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 currently offering the degree of Doctor in Osteopathic Medicine and enrolling a total of 300 medical students. Its potential for significant growth and development makes this position an exceptionally attractive professional opportunity.

PNWU is located in Yakima, Washington, a city of approximately 85,000 located in the south central part of the state near the eastern slopes of the Cascade Mountains in a major agricultural and outdoor recreation region. Yakima enjoys three distinct seasons, is located on the dry side of the state, and averages 8" of rain per year. It is approximately 140 miles from Seattle, 170 miles from Portland, and 200 miles from Spokane. The Yakima Valley is a wonderful place to live, work and play. For more information, visit [www.liveyakimavalley.com](http://www.liveyakimavalley.com).

The University seeks an accomplished institutional executive who has gained distinction as a fundraiser, preferably with experience in a health sciences setting. Candidates should be committed to the mission to educate and train health care professionals with osteopathic values and to provide health care of high quality to communities of the Pacific Northwest, particularly rural and underserved populations. Qualifications include a Bachelor's degree, certification in CFRM/CFRE, and five years of related experience. Outstanding leadership, interpersonal, communication, and team building skills are essential. The appointment to the presidency is expected to take effect in the fall of 2012.

Additional information about the University is available at [www.pnwu.org](http://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 eight 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 spring of 2012 marked 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.

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

*Pacific Northwest University of Health Sciences educates and trains health care 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 accreditation status from the Commission of Osteopathic College Accreditation (COCA) of the American Osteopathic Association.

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. Pacific Northwest University of Health Sciences is currently pursuing candidacy from the Northwest Commission on Colleges and Universities.

***The Academic Program.*** At the Pacific Northwest University of Health Sciences College of Osteopathic Medicine, students in years one and two are on campus, 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 2400 and a supplemental application pool of approximately 600.

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 fifth class for 2012-13, the University will have 150 students on campus and 150 away on clinical rotations. The size of each entering class is planned to grow to 135; this will result in a student body of 540, with 270 on campus and 270 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 2012, the regular faculty consists 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 totaling 22,000 square feet. Recently completed is a 10,000 square foot student center on property immediately adjacent to the campus that was gifted to the University. 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 2011-12 academic year was \$14.5 million, and for 2012-13 it is approximately \$16 million. Approximately 85 percent of operating revenue comes from tuition and fees. Tuition for the 2012-13 academic year is approximately \$45,000 per student. 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 \$2.7 million in gifts and grants in 2010-11; in 2011-12 that category of income grew to over \$3.5 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/available loans of \$3 million (banks) and \$5.8 million (individuals), all with zero balances as of May 31, 2012.

***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, business consulting, 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**

With the recent appointment of President-elect Keith Watson, there is among all the constituencies of the Pacific Northwest University community—trustees, faculty, students, administration, staff, and Yakima area supporters—a palpable excitement for this new institution to realize its envisioned potential through intelligent growth and development. There is also recognition that leadership by a Chief Advancement Officer in all fund development programs is essential to support this growth. Campus constituencies have identified particularly important opportunities that call for such leadership.

***Develop the University's potential.*** For a new institution like Pacific Northwest University, each of its formative years is critical. With PNWU-COM achieving full

accreditation and thus the potential to grow to 135 students per class, the University faces important challenges to fund growth and the development of the next colleges envisioned: the College of Allied Health Sciences and the College of Postgraduate Studies. Leadership and planning are essential in attracting resources to support all the opportunities for growth and development that present themselves.

***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.

***Enhance the culture of philanthropy 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 culture of philanthropy that can be the basis for influencing the surrounding communities.

***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 supported at every geographical level: city of Yakima, state of Washington, and the five-state region. An essential aspect of this enhanced support is success in expanding the University's recognition and reputation as a central and significant player in medicine and medical education in the Northwest.

### **THE CHIEF ADVANCEMENT OFFICER: Professional Capabilities and Personal Attributes**

Pacific Northwest University of Health Sciences seeks a Chief Advancement Officer with the professional background, experience, capabilities, and personal attributes that will enable him or her to lead in the fund-raising opportunities and public challenges outlined above. These shall include the following.

- **Educational Credentials.** Qualifications shall include a Bachelor's degree; and ideally, candidates would have educational experience in a field or fields pertinent to the health sciences, higher education, and/or fundraising. In particular, it is preferred that candidates also hold Certification in Fund Raising Management (CFRM) and /or the credential as Certified Fund Raising Executive (CFRE).
- **Fundraising Experience and Success.** Candidates should have at least five years of professional experience as a development officer, with demonstrated success in such basic areas as annual giving, major gifts, regional resource development, donor

recognition and retention, institutional events, governmental affairs, and grant writing management.

- **Fundraising Leadership.** In addition, top candidates will have demonstrated leadership qualities in fundraising and will have gained distinction in an executive position in a non-profit fundraising environment similar to PNWU's, preferably a health sciences setting.
- **Organization and Planning.** The CAO should have a record of success in planning and executing major initiatives for attracting financial resources, such as capital campaigns for endowment and other capital resources.
- **Communication.** It is essential that the CAO possess excellent public speaking and writing skills and be comfortable in using these skills as an institutional spokesperson, making professional connections with alumni, friends of the University, and the community as a whole.
- **Financial Responsibility.** Also important is the demonstrated ability to be responsible and sophisticated in the financial management of one's own office, including budget building, fiscal discipline, and the ability to set a high standard for colleagues in this regard.
- **Entrepreneurial Spirit.** Particularly in these early years of the institution's life, the CAO must bring to the President's executive team an innovative and entrepreneurial spirit for the University's growth and development, seeking and taking advantage of special opportunities that present themselves.
- **Building Networks.** The success of PNWU-COM and the other colleges and programs to follow will rely on the CAO's ability to build networks across the five-state region for institutional support in general. The position will thus include travel to other cities and states and thus will require the desire and stamina for frequent travel and the skills of establishing relationships.
- **Commitment.** Candidates should be familiar with and dedicated to the culture and mission to educate and train health care professionals with osteopathic values, to conduct medical research, and to provide quality care to communities of the Pacific Northwest, particularly rural and underserved populations.
- **Appreciation for the Academic Enterprise.** To be an effective fundraiser for the educational programs, the CAO should also possess a demonstrated understanding of and appreciation for teaching and research in the health sciences and the faculty's role therein.
- **Personal Attributes.** The CAO should be an energetic, ambitious individual with outstanding interpersonal skills and a collaborative style that leads to being a natural team builder, team captain, and team player. These attributes will include the confidence to move easily and graciously in the local community's social circles and the willingness to be a highly visible member thereof

## 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 the fall of 2012. To ensure full consideration,

applications should be received by June 30, 2012. 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:

[PNWUCAO@academic-search.com](mailto:PNWUCAO@academic-search.com).

The University and Search Committee are assisted by:

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