



Search for the Vice President, Center Business Operations
Seattle Children's and the Seattle Children's Research Institute
Seattle, WA

THE SEARCH

Seattle Children's, one of the premier children's hospitals in the nation, invites inquiries, applications, and nominations for the position of Vice President, Center Business Operations (VP CBO) for Seattle Children's Research Institute (SCRI). Reporting to the Chief Research Operations Officer, Eric Tham, MD, MS, the VP CBO will have a broad range of responsibilities from strategic business planning to process improvement to employee training and education in support of the research mission of the SCRI. Seattle Children's serves the largest region of any pediatric hospital, covering nearly one million square miles across four states. Seattle Children's generated almost \$3 billion in gross revenue and had over 370,000 patient visits in 2021. The 407-bed hospital in Seattle anchors the health system, but care is also provided at 43 outreach sites across the Pacific Northwest.

The SCRI was established in 2006 and is already in the top five for research funding among pediatric research institutes with over \$211 million in extramural awards in 2021. The expansive research portfolio of the SCRI is spread across seven research centers, including the Ben Towne Center for Childhood Cancer Research; the Center for Child Health, Behavior, and Development; the Center for Clinical and Translational Research; the Center for Developmental Biology and Regenerative Medicine; the Center for Global Infectious Disease Research; the Center for Immunity and Immunotherapies; and the Center for Integrative Brain Research. The SCRI hosts a broad range of academic research, including basic, translational, clinical, health equity, and outcomes research.

The VP CBO provides leadership, strategic direction, and operational oversight for all seven research centers. The VP CBO will be a member of the Research Institute's Senior Administrative Leadership Team and Center Director and Administrator Council (CDAC), collaborating with the Chief Research Operations Officer, Chief Scientific Officer, Chief Academic Officer, Center Directors and other Research, Hospital, and Foundation senior leaders to develop and implement the vision and goals for the academic future and sustainability of the SCRI. This position, in partnership with Center Directors, will create operational strategy and business operations delivery that realizes SCRI's strategic research initiatives.

Seattle Children's has retained Isaacson, Miller, a national executive search firm, to assist with this important search. Inquiries, nominations, and applications should be directed in confidence to the firm as indicated at the end of this document.

ABOUT SEATTLE CHILDREN'S

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

Mission Statement, Seattle Children's

[Seattle Children's Hospital](#) was founded in 1907 with the goal to care for children regardless of race, religion, gender, or a family's ability to pay, a vision that continues to guide Seattle Children's to this day. Over the ensuing years, Seattle Children's Hospital has cemented itself as one of the world's top centers for pediatric medicine, specializing in meeting the unique physical, emotional, and developmental needs of children from infancy through young adulthood. Serving patients across four state and nearly one million square miles, Seattle Children's generated almost \$3 billion in gross revenue and had over 370,000 patient visits in 2021. Seattle Children's is anchored by the 407-bed hospital in Seattle while also providing care at 43 outreach sites across the Pacific Northwest, serving the largest region of any pediatric hospital in the country. Seattle Children's has over 8,700 employees, with more than 1,000 faculty physicians and researchers working at Seattle Children's that are employed by the University of Washington or Children's University Medical Group (the faculty practice plan which is a joint venture between Seattle Children's and the University of Washington), increasing the footprint of the health system. Seattle Children's has nearly 60 pediatric subspecialties, providing inpatient, outpatient, diagnostic, surgical, rehabilitative, behavioral, emergency, and outreach services to patients.

Nationally ranked in 10 pediatric specialties by *U.S. News & World Report*, Seattle Children's is the primary teaching, clinical, and research site for the University of Washington School of Medicine's (UWSOM) Department of Pediatrics. Through this affiliation, most of Seattle Children's-based physicians hold appointments at the UWSOM and are employed by Children's University Medical Group (CUMG), the Seattle Children's and UWSOM joint practice plan. UWSOM is ranked as the 9th best research program and 6th best pediatric program by *U.S. News and World Report*, providing additional opportunities for Seattle Children's faculty to collaborate across the missions of academic medicine.

In early 2015, Seattle Children's Board of Trustees named Dr. Jeff Sperring as the CEO and he is currently responsible for overseeing Seattle Children's Hospital, Research Institute, Hospital and Research Foundation and Guild Association. Dr. Sperring continues to push forward Seattle Children's incredible reputation for world-class pediatric care and research work, as well as the ability to provide care for kids across a very large region.

Over the ensuing years, Seattle Children's Hospital has cemented itself as one of the world's top centers for pediatric medicine, specializing 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.

SEATTLE CHILDREN'S RESEARCH INSTITUTE

[The Seattle Children's Research Institute](#), established in 2006, is one of the top five most funded pediatric research institutes in the United States, with over \$211 million in extramural awards, including over \$130 million from the NIH in 2021. The SCRI is organized into research centers, bringing together clinician scientists and PhD researchers to tackle the pressing issues in pediatric care. The research centers include;

- The Ben Towne Center for Childhood Cancer Research
- The Center for Child Health, Behavior, and Development
- The Center for Clinical and Translational Research
- The Center for Developmental Biology and Regenerative Medicine
- The Center for Global Infectious Disease Research
- The Center for Immunity and Immunotherapies
- The Center for Integrative Brain Research.

The SCRI, along with Seattle Children's Therapeutics, make up the Seattle Children's Research Division (SCRD). The SCRD is composed of 296 principal investigators and over 2000 workforce members. The SCRD has approximately 400 clinical trials active per year. Research at Seattle Children's has led to 13 spin-off companies, 19 non-start up commercial partnerships, and has coordinated multi-center trials for new therapeutics for Cystic Fibrosis and development of new pediatric cancer therapies. Seattle Children's Research Division and has become one of the most productive research centers in the Western United States. Seattle Children's Research Division pushes the boundaries of medical research to find cures and therapeutics for pediatric diseases, improving outcomes for children all over the world.

The SCRI offers a broad range of academic research – basic, translational, clinical, health equity, and outcomes research. The SCRI serves to improve pediatric healthcare by leading and participating in hundreds of research projects ranging from disease mechanism studies to investigational therapy improvement. The institute is dedicated to recruiting and retaining dedicated researchers while creating the facilities and programs they need to transform important findings into viable, real-world therapies. Focus programs at SCRI include the Treuman Katz Center for Pediatric Bioethics, the nation's first pediatric bioethics center, the Health Equity Research Program based in the Center for Diversity and Health Equity, and the Center for Nursing Research.

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, generating \$211 Million dollars in extramural awards. SCRI serves to improve pediatric healthcare by leading and participating in hundreds of research projects ranging from disease mechanism studies to investigational therapy improvement. The institute is dedicated to recruiting and retaining dedicated researchers while creating the facilities and programs they need to transform important findings into viable, real-world therapies. Supported by Center Support Services (CSS), the SCRI occupies

five buildings in downtown Seattle and space on the hospital campus that house its seven research centers, each specializing in different areas such as cancer, neuroscience, and child health & behavior development. Researchers in the centers work in close collaboration with one another as well as their colleagues internally within Seattle Children's with Seattle Children's Therapeutics and with healthcare providers at Seattle Children's Hospital as well as at partner institutions such as the University of Washington and Fred Hutchinson Cancer Center. SCRI generates funding through federal government, industry collaborations, as well as philanthropy & private donor opportunities. The Research Institute is governed by the Center Director and Administrator Council (CDAC). This is a shared governance leadership council composed of all center directors, associate center directors, and Senior Administrative Leadership Team members.

DIVERSITY, EQUITY, INCLUSION, AND ANTI-RACISM

Seattle Children's is dedicated to being an anti-racist and equitable health organization. Seattle Children's has adopted a long-term, comprehensive [Health Equity and Anti-Racism Action 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. Seattle Children's executive leaders will hold themselves and their teams accountable for fostering an inclusive work and care environment, emphasizing that 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.

Seattle Children's is dedicated to reducing health disparities and improving the lives of all patients, families, research participants, and community. Through the Research Division Research Anti-Racism Committee, Seattle Children's is actively creating equitable participation opportunities for diverse communities and equitable career pathways for diverse faculty and staff.

SEATTLE CHILDREN'S FOUNDATION

[The Seattle Children's Foundation](#) 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, ultimately creating 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 by the Aldarra Foundation from the Boeing estates.

ROLE OF THE VICE PRESIDENT, CENTER BUSINESS OPERATIONS

The Vice President, Center Business Operations reports to Senior Vice President and Chief Research Operations Officer, Eric Tham, MD, MS. This position is responsible for providing leadership, strategic direction, and operational oversight for all seven research centers. The VP CBO serves as a member of the Research Institute's Senior Leadership Team and the Center Director and Administrator Council, collaborating with the Chief Research Operations Officer, Chief Scientific Officer, Chief Academic Officer, Center Directors and other Research, Hospital, and Foundation senior leaders to develop and implement the long-range vision and goals for the academic future and sustainability of SCRI. This position, in partnership with Center Directors, is responsible for developing and executing a business operations plan that realizes SCRI's strategic research initiatives.

Center Business Operations responsibilities are broad and include: strategic business planning; financial planning that includes revenue generation and plans to maximize funds to achieve strategic outcomes; oversight for \$210 million in extramural funding; development and implementation of standardized processes and tools for ensuring optimal quality and efficiency of service delivery; and the development and use of metrics, dashboards, and other tools to measure performance and communicate results. The VP CBO ensures regulatory requirements are interpreted, understood and met through effective processes, employee training and development, and monitoring.

The VP CBO provides direct mentorship and coaching to, and leadership responsibility for, teams comprised of 100 direct employees, 400 Principal Investigators, 930 research staff, and 350 graduate and research volunteers engaged in delivering impactful research. They have a direct leadership team of five direct reports. The VP CBO is required to reside within the state of Washington but will have the opportunity for hybrid work.

OPPORTUNITIES AND CHALLENGES

Beyond overseeing business strategy and operations for the SCRI, the VP CBO is expected to address the following opportunities and challenges:

Lead the Center Business Operations group through a period of operational change

The office of Center Business Operations is in the midst of substantial change. The growth of the SCRI outpaced the development of efficient policies and procedures to support the increased research productivity, leading to workload and scalability concerns. This has led to the Transform@SCRI initiative, which has provided the framework necessary to revamp operations to best support the SCRI now and in the future. The VP CBO will play a significant role in this initiative, providing key input on priorities, solutions, and implementation that will allow the Center Business Operations office to deliver services on par with top research institutes worldwide. The operational changes must be accompanied by SCRI-wide

knowledge and buy in on the new procedures and policies of Center Business Operations, and the VP CBO will work with research leadership to communicate the expectations of the office and its partners throughout the SCRI. SCRI is currently undergoing major digital transformation projects including implementing a new clinical trials management system which is underway and a new enterprise resource planning (ERP) system starting in 2023. SCRI is also undergoing a major upgrade of its electronic research administration systems as well.

Expand business development & strategic growth initiatives

The Vice President develops and executes strategies to achieve key business development and growth objectives for the basic, translational, clinical, equity, and health outcomes research programs at SCRI. This individual must bring operational expertise to the strategic planning team, assuring alignment and continuity in the implementation of business development and growth initiatives. In partnership with research leaders, they will develop and implement the long-range vision and goals for the academic future and sustainability of SCRI through quantitative indicators.

Continue to develop revenue attainment strategies and oversee financial management across research cores and centers

The Vice President is expected to partner with Center Directors to develop sophisticated revenue modeling to determine how to meet annual revenue goals and fund each Center's annual plan and priorities. The VP CBO will also be responsible for the management of operational and core service budgets and resources to best meet organizational priorities. A successful candidate must monitor research portfolio performance, identifying and resolving problems to mitigate risk. The Vice President is also responsible for generation, oversight, and management of \$210 million in research extramural revenue.

Implement and oversee consistent performance management practices

The Vice President oversees the development and implementation of training for staff, faculty, and scientific teams. By continually assessing operational objectives, organizational structures, and work processes, the Vice President seeks to ensure optimum skill mix and staffing levels. This position is expected to implement consistent performance management practices by defining and communicating goals and performance objectives and regularly monitoring, evaluating, and improving individual and team performance. They also provide coaching and mentoring and other training/development activities to build staff competencies. The Vice President is expected to build and sustain teams that bridge cross-functional and inter-departmental barriers and to develop and implement staffing and personnel plans to meet current and anticipated needs. Additionally, they ensure compliance with mandatory training and address and/or escalate non-compliance. The CBO team consists of team members who work hybrid in the Seattle and Washington region and fully remote staff in TX, GA, and FL with more states planned to be added.

Support a vision and measurable strategy for equity, diversity, and inclusion in alignment with the SCRI strategic plan

A successful candidate will have a history in engaging in anti-racism and equity, diversity, and inclusion initiatives that support a diverse workforce and research participant populations. The Vice President will advocate and champion health equity, diversity, inclusion, and anti-racism action plan projects or programs related to the SCRI and prioritize increasing diversity of workforce and research participants.

QUALIFICATIONS AND CHARACTERISTICS

The ideal candidate will be a leader with vision and a dynamic, inclusive, and enterprising style with demonstrated administrative ability. The candidate will have the intellectual stature, record, and vision to integrate and inspire a top-tier pediatric institution. A strong dedication and commitment to diversity, equity, and inclusion, as well as a vision for the future of scientific training, is essential. In addition, the candidate must have experience with complex academic medical centers, university-based medical schools, or children's hospitals. Successful candidates for this position will possess many, if not all, of the following characteristics:

- Master's Degree in Health Administration, Public Administration, Finance, Business Management or related field.
- Ten (10) years increasingly responsible leadership experience of a multi-disciplinary, multi-functional operations team in a complex healthcare research setting. Examples of relevant experience of leadership roles that include basic, translational and clinical research leadership, strategy development, business development, and complex business operations management in biotechnology or pharmaceutical industry, a complex academic institution, or other complex immunotherapy development environment.
- Seven (7) or more years of direct experience overseeing basic, translational and clinical research programs with a proven track record of results.
- Demonstrated strategic planning experience and results and ability to lead in an environment of rapid change.
- Experience in developing, implementing and overseeing research cores/recharge centers.
- Executive management experience in research administration, including pre- and post-award management experience with various sponsors such as the National Institutes of Health and/or federal grants and contracts, private foundation, industry-sponsored clinical trials and industry sponsored research agreements.
- Certified Research Administrator certification.

SALARY AND BENEFITS

The estimated total cash compensation for this position is \$258,000 - \$346,000 annually. Offers are crafted using multiple factors including equity, related skills, experience, and qualifications. Ranked as one of the top children's hospitals in the country by U.S. News & World Report, [Seattle Children's](#) offers a generous [benefits](#) package, including medical, dental, and vision, retirement, life insurance, paid time off, tuition assistance, and more.

TO APPLY

Seattle Children's Hospital has retained Isaacson, Miller, a national executive search firm, to assist in this search. All inquiries, nominations, and applications, should be directed in confidence to:

Rebecca Kennedy, Partner (she/her)

Nicholas Strand, Senior Associate (he/him)

Ibaad Nazeer, Associate (he/him)

Cortnee Bollard, Senior Search Coordinator (they/them)

<https://www.imsearch.com/open-searches/seattle-childrens-hospital-and-research-institute/vice-president-center-business>

Our community welcomes diverse experiences, backgrounds, and thoughts as this is what drives our spirit of inquiry and allows us to better connect with our increasingly diverse patients and families. Our organization recruits, employs, trains, compensates, and promotes without regard to race, religion, color, national origin, gender (including pregnancy, childbirth, or related medical conditions), sexual orientation, gender identity, gender expression, age, status as a protected veteran, status as an individual with a disability, or other applicable legally protected characteristics.

The people who work at Seattle Children's are members of a community that seeks to respect and celebrate all the qualities that make each of us unique. Each of us is empowered to be ourselves within this community, which cultivates and promotes equity, diversity, and inclusion at all levels.

Seattle Children's is proud to be an Equal Opportunity Workplace and Affirmative Action Employer.