



OREGON COLLEGE *of* ORIENTAL MEDICINE

ocom.edu | 75 NW Couch Street, Portland, OR 97209 | 503-253-3443

Presidential Search

The Board of Trustees of Oregon College of Oriental Medicine (OCOM) cordially invites nominations and applications for the appointment of the next President of OCOM.

*Founded in 1983, OCOM is the **number one ranked** acupuncture and Chinese medicine college in the nation. We are a single-purpose professional graduate school whose defined values — **excellence, leadership, healing, innovation, community, and service** — guide OCOM's two degree programs and distinguish our graduates as they lead the way forward in the transformation of health and healing.*

The mission, vision, and values are fully described on the college's website, ocom.edu.

Candidate Profile

Candidates for the OCOM Presidency should have a track record of exceptional leadership in a senior administrative role, demonstrable expertise in strategic partnerships and donor development, financial management, strong management and team-building skills, and an earned advanced degree (doctorate preferred).

In addition, candidates must possess skills/attributes in the following areas:

Mission

- Excitement for the mission of OCOM and a belief/ understanding of Chinese medicine's impact on integrative health care.
- Passion for education and the overall success of students.

Financial/Business Acumen

- Ability to understand the financial, enrollment, and other challenges/opportunities that tuition-dependent institutions such as OCOM face. Skill to manage, meet, and measure institutional goals (financial, quality, mission).
- Experience in managing the financial stability and aspects of an organization.



Strategic Vision and Planning

- Ability to develop, articulate, and implement a sustainable vision for the institution through continued strengthening of academic programs that provide the institution a sustainable competitive advantage.
- Creative in their ability to identify competitive advantages or new revenue opportunities for the institution.
- Understands the trends in integrative health care and the overall health care ecosystem.
- Experience in the development and successful execution of a strategic plan.

Leadership and Management

- Collaborative and transparent leadership style, with the ability to make decisions for the institution's greater good.
- Ability to inspire and unite diverse constituents around a distinctive vision.
- Demonstrates success in leading an organization through a time of change.

- Understands the benefits of continually improving institution processes, and systems to optimize resources and quality.
- Record of recruiting, developing, and retaining a strong leadership team while holding them accountable.

Development / Outreach

- Record of achievement in university advancement and alumni relations or a demonstrable ability to be successful in these areas.
- Experience creating and nurturing relationships/partnerships with external organizations and constituents to advance the mission of their institution.



Required Education and Experience

- Master's degree in Public Health, Education, Management, Communications, Social Services, or related field.
- Minimum of 10 years of relevant experience as a dean or in an executive-level position such as president, vice president, or other high-level leadership position at a higher education institution, nonprofit organization, or within the health care/medical industry.

Preferred Education and Experience

- PhD, EdD, or doctorate in related field.
- Experience as a president or dean at a higher education institution or in a senior executive leadership position in a relevant industry.
- Experience working directly or collaboratively with, or in, a Western medicine institution.
- Experience working directly or collaboratively with, or in, a Chinese medicine institution.

Institutional Profile

Institution Overview

Founded in 1983, **Oregon College of Oriental Medicine (OCOM)** is a nonprofit single-purpose professional graduate school that offers two specialized degree programs: Master of Acupuncture and Oriental Medicine (MAcOM) and Doctor of Acupuncture and Oriental Medicine (DAOM).

In 1986, OCOM graduated its first class of 11 master's students and was admitted to candidacy status by the National Accreditation Commission for Schools and Colleges of Acupuncture and Oriental Medicine (NACSCAOM). The college's first president was hired in 1988. In 1989, OCOM became only the third acupuncture and Chinese medicine college to be **accredited** by the Accreditation Commission for Acupuncture and Oriental Medicine (ACAOM).

OCOM purchased its first campus property in southeast Portland in 1991. The college built a stand-alone clinic in 1997. In 1999, OCOM established a Research Department, becoming one of the first acupuncture and Chinese medicine colleges to offer research education. That same year, the college was awarded the first of a series of research grants from the National Institutes of Health.

In 2002, the college was granted permission by ACAOM to offer a clinical doctorate program, enrolling the first doctoral (DAOM) students in 2003. Throughout the 2000's, the college continued to build its patient base in its campus clinic and in a number of off-campus clinics and community health externship sites, including Central City Concern clinics.

OCOM completed one of the most ambitious strategic goals in 2012 with the relocation of its campus from its former southeast Portland home to the historic Old Town Chinatown neighborhood. The current campus,

an LEED Gold certified remodel of a historic hotel building, places OCOM in the center of Portland, providing multiple opportunities for students, staff, and faculty to partner with and explore the Portland community.

Since the college's inception, its MAcOM program has graduated more than 1,300 students, and currently has alumni practicing in all 50 states, as well as overseas. OCOM's DAOM program, with more than 110 alumni, has educated many leaders in the field of acupuncture and Chinese medicine, including a number of academic officers at other institutions. OCOM fosters academic and student exchanges with peer institutions in China, including externships to their number one ranked university, Nanjing University of Chinese Medicine.

Recently ranked the number one college in the nation for earning a degree in acupuncture (by thebestschools.org), OCOM's academic programs provide students with a solid foundation in acupuncture, Chinese herbal medicine, therapeutic massage, qi cultivation, and research, as well as a focus on collaboration with Western medicine.

OCOM's excellent reputation locally and nationally is the product of a unique community of passionate, caring, and dedicated students, alumni, faculty, and staff. The quality and comprehensiveness of the academic programs; the on-site and community-based clinics that enhance student learning and provide affordable care; the strong sense of community within the college; the beautiful, LEED Gold certified building that houses the learning environment; and, not least, a demonstrated and proud commitment by all to advancing quality Chinese medicine education and OCOM's mission.

The new president will be expected to lead strategies to develop meaningful partnerships and collaborations and to meet student enrollment goals. The college is poised to bring in new revenues and to further develop its partnerships. Faculty and students are constructively engaged with staff to continually improve the college, and there is evidence that the trustees, faculty, students, and staff are energized by the opportunities presented by a change in leadership.

Mission and Values

The mission of Oregon College of Oriental Medicine is to transform health care by educating highly skilled and compassionate practitioners, providing exemplary patient care, and engaging in innovative research within a community of service and healing.

In support of this mission, the college values:

- Excellence – OCOM staff, faculty, and students strive to set standards for and perform at the highest professional levels academically, clinically, and in the research program.
- Leadership – OCOM leads Chinese medicine education in the United States by developing outstanding programs of education, clinic, research, outreach, and collaboration. OCOM leads by working to enhance social justice through its commitment to inclusive and diverse access to education and health care.
- Healing – OCOM staff, faculty, and students, consistent with the principles of Chinese medicine, understand health to be harmony and balance in Body, Mind, and Spirit, and attempt to live these principles by embodying compassion, humility, passion, and synergy in their daily lives and work.
- Innovation – OCOM staff, faculty, and students use inquiry and discovery to support their individual creativity and inventiveness in the continuous improvement of the college and its clinical, academic, and research programs.



- Community – OCOM staff, faculty, and students work together in a learning community that maintains traditions built upon supportive relationships, trust, heart, humor, and a commitment to lifelong learning.
- Service – OCOM provides the highest levels of effective, efficient and practical service to its students and the public.



Facilities

The college's campus in historic Old Town Chinatown was originally built in 1910 and is listed on the National Register of Historic Places. Renovated in 2011, the LEED Gold certified project incorporates aspects of feng shui and energy efficient features to create a more intentional learning environment to support the well-being of students, staff, faculty, and patients.

- OCOM Clinic is a 17-room teaching clinic, serving patients who live and work in the downtown area, as well as individuals who commute into and through the central city.
- OCOM Herbal Medicinary is the largest traditional Chinese herbal medicinary in the Pacific Northwest and serves the college's teaching clinics, practitioners and their patients, students and the public. Like the OCOM Clinic, it is conveniently located in the downtown campus building.
- Along with a primary clinic and medicinary, the college's campus houses classrooms, the OCOM Library, the Research Department and all administrative staff and faculty offices.
- OCOM Hollywood Clinic serves Northeast Portland and eastside residents.
- OCOM Library maintains the largest collection of Chinese language medical books in the country, including the Wai Tak Cheung library. The college's digital collections and resources include the acutrials.ocom.edu database and the **Kam Wah Chung Museum** wiki.

Students

OCOM attracts a diverse population of students with approximately 60% coming from outside the local area and spanning across the US and internationally. Besides OCOM's reputation for excellence and #1 ranking, students choose OCOM based on its Portland location.

The student body is approximately 75% female, and 25% male and in their early 30's.

A pre-med path is not required for program admission and many of the students have diverse backgrounds in health care, social sciences, environmental sciences, philosophy, massage therapy, and dance.



Faculty

While grounded in the theoretical framework of their subject matter, most master's program faculty members are also skilled practitioners with active private practices. Through sharing their scholarship and clinical wisdom in sequential coursework with hands-on activities designed to support didactic curriculum, faculty form deep bonds with their students. OCOM's curriculum is designed to build and integrate clinical and critical thinking skills over the 3-4 years it takes to complete the program, and ultimately prepare students for private practice and self-employment. In the final year of the program, the same classroom faculty members typically serve as clinical supervisors, transforming classroom learning into excellence in patient care and treatment.

The postgraduate clinical doctorate distinguished faculty strive to deepen and expand students' capacity for integrative practice through a research-informed process of clinical inquiry, integrative collaboration, case write-up for publication, mentoring, and peer learning activities. The majority of instructors in the DAOM and

MACOM programs are experts in the college's specialization areas of women's health and chronic diseases, and teach or supervise in both programs.

Research

An important component of OCOM's mission is to *engage in innovative research within a community of service and healing*. To this end, the college's faculty and staff regularly contribute to the scientific evidence-base for acupuncture and Chinese medicine by publishing peer-reviewed journal articles. These articles span a broad range of topics relevant to the practice, education, and advancement of acupuncture and Chinese medicine.

Since its founding in 1999 (by Dr. Richard Hammerschlag), the Research Department's partners have included such leading health education and research institutions as the **Oregon Health & Science University, University of Arizona, Legacy Health System, Portland State University, Kaiser Permanente Center for Health Research, and University of Western States**. These collaborative projects have been funded by grants from the **National Institutes of Health/National Center for Complementary and Alternative Medicine** and from private foundations.

From 2005 until 2013, the department implemented an **NIH/NCCAM grant — Acupuncture Practitioner Research Education Enhancement (APREE)** — to enhance research literacy and research appreciation in academic and clinical training. The continuing research education initiatives are now focused on analysis of intake and outcomes data collected at OCOM's clinics, and opportunities for student participation in research.

Accreditation and Curriculum Advancement

Both the **Master of Acupuncture and Oriental Medicine (MACOM)**, and the **Doctor of Acupuncture and Oriental Medicine (DAOM)** degree programs of Oregon College of Oriental Medicine are institutionally accredited by the Accreditation Commission for Acupuncture and Oriental Medicine (ACAOM), which is the recognized accrediting agency for programs preparing acupuncture and Oriental medicine practitioners and for freestanding institutions and colleges of acupuncture or Oriental medicine that offer such programs. OCOM is also recognized by the Higher Education Coordinating Commission's Office of Degree Authorization (ODA), which serves as the state regulator that approves degree-granting institutions to operate in the state of Oregon.

OCOM is in the process of curriculum reshaping and new program development. OCOM anticipates that in Fall 2019, the college will offer an entry-level professional doctorate degree, a master's in acupuncture, and will continue to offer the postgraduate clinical doctorate degree.

Financial Position

As of June 30, 2016, OCOM had net assets of \$2.4 million, and it currently operates with a break-even budget. In May 2011, OCOM entered into a transaction that included, among other sources, New Market Tax Credits. New Market Tax Credits require that the proceeds derived from the acquisition of those tax credits remain continuously invested during a compliance period of seven years. During that time, those proceeds are reflected on OCOM's balance sheet as low-interest debt. Following the compliance period, in 2018, the anticipated benefit resulting from the tax benefits is the forgiveness of that debt. While OCOM must refinance certain other debt at that time, the debt forgiveness totals approximately \$5 million, which results in a near tripling of OCOM's net assets.



Key Data

Budget: \$6.6 million

Number of master's students: 238

Number of doctoral students: 22

Number of Full-Time faculty: 8

Number of Part-Time faculty: 54

Number of Staff: 48

Graduation rate: 82%

Average Score on National Licensing Exam: 90%

Average class size, Lecture/Lab: 40/20

Annual clinic patient visits: 20,000

OCOM Herbal Medicinary: Largest in Pacific Northwest

INQUIRIES, NOMINATIONS, AND APPLICATIONS

OCOM has engaged the search firm **180one** to assist in the recruitment of the President.

- To inquire about the position or recommend a candidate, contact Christine Kennedy at christine@180one.com.
- To apply, send a cover letter and chronological resume to Christine Kennedy at christine@180one.com.
- All inquiries will be handled confidentially.