



Leadership Profile

Executive Vice President & Chief Scientific Officer

POSITION SPECIFICATION

Position	Executive Vice President & Chief Scientific Officer (CSO)	
Organizations	Children's Hospital of Philadelphia (CHOP)	
Location	Philadelphia, Pennsylvania	
Reports to	Madeline Bell, MS President and Chief Executive Officer	
Relevant Websites	CHOP website	http://www.chop.edu
	CHOP Research Institute	https://www.research.chop.edu/
	Perelman School of Medicine at the University of Pennsylvania	https://www.med.upenn.edu/

CHILDREN'S HOSPITAL OF PHILADELPHIA (CHOP)

The Children's Hospital of Philadelphia (CHOP), the first children's hospital in the nation, is a 595-bed stand-alone, academically based, internationally renowned, integrated healthcare delivery system and is located on the University of Pennsylvania campus. CHOP specializes in the care of children from birth through age 19 and provides care to select groups of adults with pediatric conditions that require CHOP's expertise to manage. For 165 years, CHOP has been a pioneer of pediatric medicine and research providing world-renowned medical and surgical care to children from around the globe. The academic Department of Pediatrics at the University of Pennsylvania, Perelman School of Medicine, is housed at CHOP and has been consistently ranked number one or two in a survey of medical school deans and senior faculty at peer institutions. <https://www.med.upenn.edu/pediatrics/>



The enterprise, led by Madeline Bell, President and Chief Executive Officer, offers cutting-edge care in 42 pediatric medical and surgical specialties and more than 50 specialized programs. CHOP's healthcare mission is accomplished at multiple locations, including the main campus, located in University City and multiple geographic sites within Pennsylvania and New Jersey. The system has one of the largest pediatric networks in the nation comprised of primary care practices, specialty care centers, home care, urgent care and inpatient community hospital units in southeastern Pennsylvania and New Jersey. This network offers researchers a single electronic medical record, a large patient population, and an interconnected research network for outpatient clinics. (see Appendix A: CHOP Executive Leadership Organizational Chart)

MISSION

Research: CHOP is dedicated to being the world leader in the advancement of healthcare for children by integrating excellent patient care, innovative research, and quality professional education into all its programs. Examples of this include: drawing on the latest available information about the human genome to customize therapies for variations in genetic makeup; addressing unmet needs for patients with congenital heart disease, such as the novel interventions for children with cardiac related lymphatic abnormalities; developing cell therapy for

patients with refractory acute leukemia; and investigating prenatal stem-cell transplants to improve treatments for a variety of diseases, including muscular dystrophy and sickle cell disease.

Family-Centered Care: CHOP was one of the first in the United States to recognize the importance of treating all aspects of the patient, including their emotional well-being and that of the child's family. CHOP works to educate families as partners in their children's care and relies on their feedback to improve services. The Child Life, Education and Creative Arts Therapy Department are designed to nurture the hearts and minds of patients and families while caregivers treat the body.

Education and Advocacy: CHOP's healthcare providers are also aware that preventing disease is at least as important as treating illnesses. Current advocacy programs include those to prevent HIV and asthma, as well as early intervention to best prepare children for school and help chronically ill young adults live on their own. Since its founding in 1855, CHOP has fostered some of the nation's pioneers in pediatric medicine and continues to be the premier training ground for future pediatric leaders.

Values (ICARE): At CHOP, we are committed to making breakthroughs for children every day. We advance health care for children through the integration of family-centered, safe, and high-quality care with innovative research and quality professional education. Every employee has the ability and opportunity to contribute to breakthroughs in care and service, whether large or small. Clear definition around our collective values creates a framework for delivering these breakthroughs in partnership with the children and families served. The following values are embraced: Integrity, Compassion, Accountability, Respect, and Excellence (ICARE).

Commitment to Diversity, Equity & Inclusion

Diversity, equity, and inclusion are a business imperative. It is not an "add-on" that the organization is or aspires to be. Respect is a foundational value in the enterprise and lived every day – in how each other is treated, consideration of the community and, most importantly, patients and families. Diversity, equity, and inclusion are interdependent priorities within CHOP:

The first being a view through CHOP's employees. The organization strives to:

- Improve the climate of CHOP by developing and modeling a culture of inclusion through education and awareness;
- Increase the focus on recruiting, developing, and retaining diverse talent; and
- Advance CHOP's reputation as a diverse and inclusive organization by increasing outreach and engagement.

The second based on those served. The organization focuses on:

- Delivering culturally competent and family-centered care;
- Partnering with others to improve conditions for children and families in housing, employment, education, criminal justice, environmental and public health; and
- Advancing health equity research and applying a health equity lens to all research through policy reviews, consultation, grant making, seminars, trainings and career development support for students and researchers.

The organization is working to assure that all people feel valued, respected, and appreciated.

CHILDREN'S HOSPITAL OF PHILADELPHIA RESEARCH INSTITUTE



The Research Institute (RI) is responsible for enabling the research mission of CHOP and is intrinsic to the advancement of healthcare and CHOP's vision and mission. CHOP has a long and distinguished tradition of research that has spanned more than 80 years and positioned the Hospital as a world-renowned pediatric research center. The many research breakthroughs at CHOP have improved the lives of countless children not only in the Philadelphia region, but throughout the world. Among the historical research breakthroughs that have made the hospital an international pioneer in pediatric medicine are vaccines

against pertussis, rubella, and rotavirus; the development of the balloon catheter for interventional cardiology procedures; and the gene therapy for a growing number of single gene disorders. By fostering collaborations between clinical and basic scientists, the hospital's traditional "bench to bedside" philosophy has resulted in an array of other major scientific achievements.

Home to one of the largest pediatric research programs in the country, the RI, operates across 1.5M square feet of research space among six facilities on a \$500M budget supported by institutional funds and >\$260M in external grants and contracts. The Institute employs over 1,000 employees. (See Appendix B: RI Leadership Organizational Chart)

Mission

The health of children is advanced by turning scientific discovery into medical innovation.

CHOP's Research Institute fulfills the Hospital's long-standing dedication to pediatric research. Endeavors are the embodiment of the Hospital's "bench to bedside" philosophy. All research activities at CHOP are administratively organized under the aegis of the CHOP Research Institute.

Vision

CHOP is the preeminent institution in the world dedicated to translational research for children.

CHOP's Research Institute is world-renowned, leading research breakthroughs and medical innovations for almost 100 years. The Institute continues its dedication to translating innovative research findings to outstanding patient care. This commitment to excellence will move the CHOP Research Institute from a world-class research institute to the undisputed leader in improving the health of children.

The Research Institute faculty and staff are dedicated to supporting research at all levels — from investigators at the height of their careers to those who are exploring research as their future career.

CHOP Research Institute's Strategy

The change in CEO and CSO leadership, in 2015, was an opportunity to assess the strategic goals for the Research Institute and for CHOP. The following is an update of that assessment:

- Since 2015 - There have been several waves of strategic planning;
- 2015-2016 – The Research Institute strategy was designed to get faculty alignment around research and consensus on the big picture goals for research for the next 7 years;
- 2017-2018 – The Enterprise Strategy, a 5-year comprehensive strategic plan, was developed supported by a 10-year financial plan. The Enterprise Strategy identified research as the cornerstone of 5 key areas and is built on the foundation of the 2016 Research Institute strategy;
- 2018-2019 - Department-specific strategies with research components were aligned. Examples include cardiovascular medicine, oncology, neuroscience, and fetal medicine and neonatology; and
- 2019-2020 – A Cell and Gene Therapy Strategy was developed, as well as strategies specific to Frontier Programs, Academic Departments and Research Centers.

The Research Institute affiliates with six departments: Pediatrics, Pathology and Laboratory Medicine, Surgery, Anesthesiology and Critical Care, Radiology, Child and Adolescent Psychiatry and Behavioral Sciences. These departments share the mission of CHOP more broadly and strive to be the world leader in advancing health care for children and adolescents by integrating outstanding patient care, innovative research, cutting edge educational programs, and timely advocacy for the pediatric population. The RI is highly regarded nationally and internationally with the Department of Pediatrics ranked number one among medical school departments of pediatrics by *US News and World Report* for 6 consecutive years. The Department of Pediatrics currently has 18 Divisions each led by a Division Chief. This structure is similar in the other clinical departments and all house significant basic science researchers. For example, the Department of Pathology and Laboratory Medicine is a fully integrated clinical department and has a basic research division with 24 faculty (almost all Ph.Ds.).

The RI provides a robust research infrastructure, including a wide range of core facilities, an Institutional Review Board to support patient-oriented research, an Institutional Animal Care and Use Committee to support animal studies, and a core team of biostatisticians. In addition, the RI provides funding for **12 research centers of emphasis** (Center for Applied Genomics, Center for Autism Research, Center for Cellular and Molecular Therapeutics, Center for Childhood Cancer Research, Center for Clinical Pharmacology, Center for Injury Research and Prevention, Mitochondrial and Epigenomic Medicine, Center for Pediatric Clinical Effectiveness, Center for Single Cell Biology, Center for Resuscitation Science, Center for Computational and Genomic Medicine, and PolicyLab) and for **>20 research affinity groups** (e.g. Clinical Trials; Developmental Biology; Fetal Biology and Therapy; Genes, Genomics, and Pediatric Disease; Global Health; Health and Behavior; Metabolism, Nutrition, and Physical Development; METACHOP; mHealth; Mitochondria; Neuroscience; Normal and Malignant Hematopoiesis; Proteins; Protective Immunity and Immunopathology; Qualitative Methods; Spatial and Functional Genomics). The CHOP Frontier Programs Initiative is a Hospital-wide effort that was launched in July 2015 to promote innovation advancing clinical care and continuing to enhance the reputation of CHOP regionally, nationally, and internationally. This initiative is intended to support programs that possess 3 fundamental components: 1) a clinical program that is a center of excellence and provides extraordinary patient care; 2) an associated translational research program that

advances care through breakthrough discoveries, thereby allowing care to remain extraordinary; and 3) potential for a return on investment, thus generating support for future CHOP innovation. Thus far, 18 programs have been selected for support.

Additional important resources include the Pediatric Research Consortium and the Recruitment Enhancement Core, which facilitate patient recruitment and retention for clinical studies. Investigators are housed in several research buildings on the CHOP Main Campus, including the Abramson Pediatric Research Building (500,000 nsf), the Colket Translational Research Building (400,000 nsf), the Roberts Center for Pediatric Research (466,000 nsf), and the Main hospital.

Faculty among all six departments hold appointments at the University of Pennsylvania. As mentioned previously, CHOP is housed on the Penn Campus which offers not only geographic convenience but close and synergistic relationships.

UNIVERSITY OF PENNSYLVANIA

The University of Pennsylvania (Penn) is a private, non-sectarian research university founded in 1740 by Benjamin Franklin and located in the City of Philadelphia. The University's current strategic planning document, *Agenda for Excellence*, encompasses themes and initiatives that reflect a continuing commitment to academic excellence in research, teaching, and practice, as well as to a strong link between theory and practice in all teaching and research endeavors. A total of 23,980 culturally diverse national and international students currently are enrolled in the four undergraduate and twelve graduate and professional schools of the University. All schools, including the College of Liberal & Professional Studies, School of Arts and Sciences, School of Nursing, School of Engineering and Applied Sciences, Wharton School, Annenberg School of Communication, Graduate School of Education, School of Design, Law School, School of Dental Medicine, School of Medicine, School of Veterinary Medicine, and School of Social Policy and Practice, are philosophically and functionally unified on a self-contained, 280-acre campus. Of note, PENN Nursing has consistently ranked #1 in NIH funding among U.S. schools of nursing.

PERLEMAN SCHOOL OF MEDICINE

The Perelman School of Medicine at the University of Pennsylvania (Penn) is the oldest and the #3 ranked research-intensive medical school (*U.S. News and World Report*) in the United States. Penn is rich in tradition and heritage and at the same time consistently at the forefront of new developments and innovations in medical education and research. Since its founding in 1765, the School has been a strong presence in the community and prides itself on educating the leaders of tomorrow in patient care, biomedical research, and medical education.



At Penn, academic excellence, as well as compassionate care for the patients they are privileged to serve, is stressed. Skillful compassion is truly a hallmark of the Penn learning experience. Led by Dean J. Larry Jameson, MD, PhD, the Perelman School of Medicine at the University of Pennsylvania consistently ranks among the top five in US News and World Report's rankings of research-oriented medical schools.

Key Statistics

- 2,700 full-time faculty members;
- 791 medical students;
- More than 1,100 residents and fellows;
- 621 PhD students, 184 MD-PhD students, 309 master's students, and 768 post-doctoral fellows; and
- 5,290 full-time Perelman School of Medicine employees.

RESEARCH AT PERELMAN SCHOOL OF MEDICINE

As the nation's first medical school and home to the first teaching hospital, the Perelman School of Medicine has a long tradition of academic excellence and scientific discovery. Building on this tradition, innovative and interdisciplinary and intraprofessional research programs continue today to pave the way for a future of new paradigms in cutting-edge science. Jonathan A. Epstein, MD is the Executive Vice Dean and Chief Scientific Officer for the School of Medicine.



There are 28 academic departments in the Perelman School of Medicine at Penn <https://www.med.upenn.edu/psom/academic-departments.html>.

Examples of major collaborative programs between Penn and CHOP include the Penn Center for Nutritional Science and Medicine, the Penn-CHOP Lifespan Brain Institute, the Penn-CHOP Lung Biology Center, the Penn-CHOP Microbiome Program, and the Penn Orphan Disease Center. Investigators capitalize on the robust research core facilities, with examples including cell culture, flow cytometry and cell sorting, proteomics and biochemical analysis, DNA and RNA analysis, crystallography and NMR, microscopy and imaging, biospecimen processing, immune monitoring, high throughput screening, transgenic and chimeric animal, gnotobiotic animal, CRISPR Cas9 mouse targeting, neurobehavioral testing, stem cell and xenograft, vector development, and biostatistics and bioinformatics cores and the Center for Human Phenomic Science. <https://www.med.upenn.edu/psom/centers.html>

Core facilities, which provide state-of-the-art services galvanize scientists to conduct innovative research utilizing resources for which cost, operational investment, and expertise is most efficiently and effectively supported as shared resource. Core-related valuable equipment, scientific knowledge and technical guidance are accessible to a range of researchers. <https://www.med.upenn.edu/cores/>

POSITION SUMMARY

The Executive Vice President and Chief Scientific Officer (CSO) will lead the Research Institute of the Children's Hospital of Philadelphia (CHOP) and support the ongoing achievement of CHOP's tripartite mission of clinical care, research, and education. The CSO is accountable for maintaining CHOP's position as the pre-eminent global children's research organization by ensuring delivery of groundbreaking science that translate into innovation and improvement in the health of children.

The CSO will have the opportunity for substantial recruitment in partnership with the academic departments at CHOP and will guide faculty development and research program development with specific attention to the interface between the Research Institute and the health system's strategic efforts to further its mission as an international pediatric health care leader and innovator. In addition, the CSO will be actively involved in fundraising activities to support recruitment and program development.

To be successful, the CSO will work to align and engage the broader enterprise, including Penn, while advancing a research strategy. He/she will also ensure that the right team is in place to achieve its priorities and collaborate effectively with Department Chairs and CEO Council colleagues to support the attainment of overall organizational goals. As a key member of the executive team, the CSO will help the CEO ensure sophisticated leadership to support continued growth and better integrate operating units across the enterprise.

The CSO will have an outstanding track record of leadership and possess a national and international reputation as a top scientist/researcher that will ensure the appointment as a Professor, preferably in the tenure track, at the Perelman School of Medicine at the University of Pennsylvania.

Leaders at CHOP prioritize and promote the following:

- *Connect with Staff.* Embrace diversity, across all its dimensions; recognize that diversity fuels high performing teams. Leaders are expected to be excellent listeners, visible and available, to teams, demonstrate transparency, share accountability, celebrate success, and own failure. Communication is expected across organizational units;
- *Embrace Decision Making:* Demonstrate comfort with decision making, encourage involvement from stakeholders, embrace constructive dialogue, and keep the mission as the North Star in times of uncertainty; and
- *Lead with Intention:* Build through self-awareness. Demonstrate empathy and vulnerability, while driving accountability. Strong teams are built by inspiring followers and embracing progress over perfection in pursuit of excellence.

KEY RESPONSIBILITIES

As the Chief Scientific Officer, the incumbent is expected to provide programmatic leadership that will:

Scientific Leadership

1. Establish and implement the vision of research at CHOP which is to maximize the impact on child health;
2. Attract research-focused faculty through development/recruitment and retention of talent to sustain a world-class, externally funded, highly innovative discovery organization in alignment with the Research Institute's strategic plan;
3. Ensure that the Research Institute's Strategic Plan is fully aligned with CHOP's Enterprise Strategic Plan, incorporating cutting-edge advances in science (examples are cell and gene therapy, genomics, and data science); supporting the clinical service lines to continue patient-oriented breakthroughs; and prioritizing investments and resources in research programs based on external and internal funding;
4. Lead efforts toward the development of biotech pipeline programs and commercialization; and
5. Promote increased CHOP presence in high-impact publications, clinical trials, and total grant income.

Administrative Leadership

6. Actively participate in the development and implementation of system-wide strategic and operational plans of the Research Institute;
7. Set high standards and expectations for professionalism, characterized by the incorporation within the Research Institute of the CHOP ICARE values;
8. Provide vision, innovation, and creativity for the Research Institute, including supporting and enhancing the mentoring program for faculty;
9. Work collaboratively with and support the Chief Executive Officer's goals, as well as maintain close and supportive relationships with all the Department Chairs, Research Institute leadership and Center Directors;
10. As a member of the CEO Council team, collaborate with other executives in the C-suite on the overarching strategy of the institution and common goals;
11. Assure the Institute's financial health through revenue and expense management, development and expansion of programs and services, as well as, setting productivity/impact expectations for the Institute's leaders;
12. Provide leadership in development of new programs, processes, standards, technologies, and policies in support of the Research Institute's mission; and
13. Lead a high-performing team of direct reports focusing on research operations and administration, compliance and regulatory affairs, technology transfer and commercialization, informatics and data science, basic science, translational and clinical research.

Educational Leadership

14. Support and advance the educational structure and oversight for trainees in the Research Institute (students, residents, clinical fellows, post-docs, etc.); and
15. Strengthen efforts to mentor junior and early career faculty in need of guidance through K awards and initial R01s.

Stakeholder Development/Interdisciplinary and Interprofessional Collaborations

16. Catalyze the development of collaborative interactions with the Perelman School of Medicine and other schools at the University of Pennsylvania as well as other outside institutions; and
17. Energize the Research Institute's Technology Transfer and Commercialization Office to enhance commercialization of intellectual property and development of industry partnerships.

Community Activities, Advocacy and Philanthropy

18. Support the community affairs and public relations functions of Children's Hospital of Philadelphia by representing the scientific goals and interests of the Research Institute at meetings, press conferences, etc.;
19. Work with the CHOP Foundation and strategize to enhance the awareness of the impact being made by the Research Institute and actively participate in targeted fundraising activities;

20. Lead the local community at the University of Pennsylvania, the greater Philadelphia area, as well as national and international audiences in discussions on the value of research in childhood health and disease; and
21. Represent CHOP internally and externally to enhance the recognition of the Research Institute's investigators as experts among biomedical science opinion leaders, clinicians, and potential partners.

PERSONAL AND PROFESSIONAL ATTRIBUTES

Candidates will have:

1. An MD, PhD, or MD/PhD, with a strong academic background and a track record of successful research and scholarly accomplishment;
2. Academic track and rank of an Associate Professor or Professor with the prospect of appointment to Professor, preferably on the tenure track, at the University of Pennsylvania;
3. Strong track record of excellence in scientific and research program development, including novel contributions recognized by national/international societies;
4. A minimum of 10 years of demonstrated accomplishment as a faculty member of an internationally recognized research institute or university;
5. Track record of effectively leading interprofessional teams within a research enterprise, including success as a senior leader in a complex environment such as a university or clinical setting;
6. A national and international reputation as an outstanding investigator and leader in his/her field of research with pediatric research being preferred;
7. Strong scientific and research program development knowledge and experience;
8. Track record of success in leading intradisciplinary and interprofessional research, with the ability to effectively identify the implications of research findings and recommend specific actions;
9. Exceptional analytic and communication skills, with the ability to message complex findings effectively and concisely to a variety of key groups and individuals;
10. A proven ability to manage several high-priority projects effectively and efficiently and, at the same time, able to delegate appropriately;
11. Demonstrated leadership in strategic thinking and effective management principles to achieve success;
12. Ability to create a high-energy results-oriented work environment that encourages colleagues and staff to value each other's contributions; and
13. Skill to share and celebrate success with colleagues and staff.

CHIEF SCIENTIFIC OFFICER SEARCH COMMITTEE MEMBERS

Search Committee Chair



Kassa Darge, MD, PhD, FSAR

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OVERVIEW OF PHILADELPHIA



Philadelphia is the largest city in the Commonwealth of Pennsylvania, the second largest city on the East Coast of the United States. It is in the Northeastern United States along the Delaware and Schuylkill rivers, and is the only consolidated city-county in Pennsylvania. As of 2019, the city has an estimated population of 1,572,816. Philadelphia is the economic and cultural center of the Delaware Valley, home to over 6 million people and the country's sixth-largest metropolitan area. Within the Delaware Valley, the Philadelphia metropolitan division consists of five counties in Pennsylvania and has a population of 4,008,994.

The city is the center of economic activity in Pennsylvania and is home to the Philadelphia Stock Exchange and several Fortune 500 companies. Philadelphia's economic sectors include information technology, manufacturing, oil refining, food processing, health care and biotechnology, tourism and financial services. According to the Bureau of Economic Analysis, the Philadelphia area had a total gross metropolitan product of \$490 billion in 2018, the seventh-largest metropolitan economy in the United States.

Philadelphia is known for its arts and culture. The cheesesteak and soft pretzel are emblematic of Philadelphia cuisine, which is shaped by the city's ethnic mix. Gentrification of Philadelphia's neighborhoods continues into the 21st century and the city has reversed its decades-long trend of population loss. The city is home to many national historical sites that relate to the founding of the United States. Independence National Historical Park is the center of these historical landmarks. Independence Hall, where the Declaration of Independence was signed, and the Liberty Bell are the city's most famous attractions. Additionally, the city contains a number of well-known major science, history and art museums. Philadelphia is home to the United States' first zoo and hospital, as well as Fairmount Park, one of America's oldest and largest urban parks.

Education in Philadelphia is provided by many private and public institutions. The Philadelphia School District runs the city's public schools and is the eighth largest school district in the United States, with 163,064 students in 347 public and charter schools.

Philadelphia has the second-largest student concentration on the East Coast, with over 120,000 college and university students enrolled within the city and nearly 300,000 in the metropolitan area. There are over 80 colleges, universities, trade, and specialty schools in the Philadelphia region. The city contains three major research universities: The University of Pennsylvania, Drexel University, and Temple University; and the city is home to five schools of medicine: Drexel University College of Medicine, Philadelphia College of Osteopathic Medicine, Temple University School of Medicine, Thomas Jefferson University, and the University of Pennsylvania.

PROCEDURE FOR CANDIDACY

Applications should include a detailed curriculum vitae and a letter of interest that highlight the applicant's personal vision and relevant leadership experience. To ensure full consideration inquiries, nominations and applications should be submitted electronically, in confidence, to:

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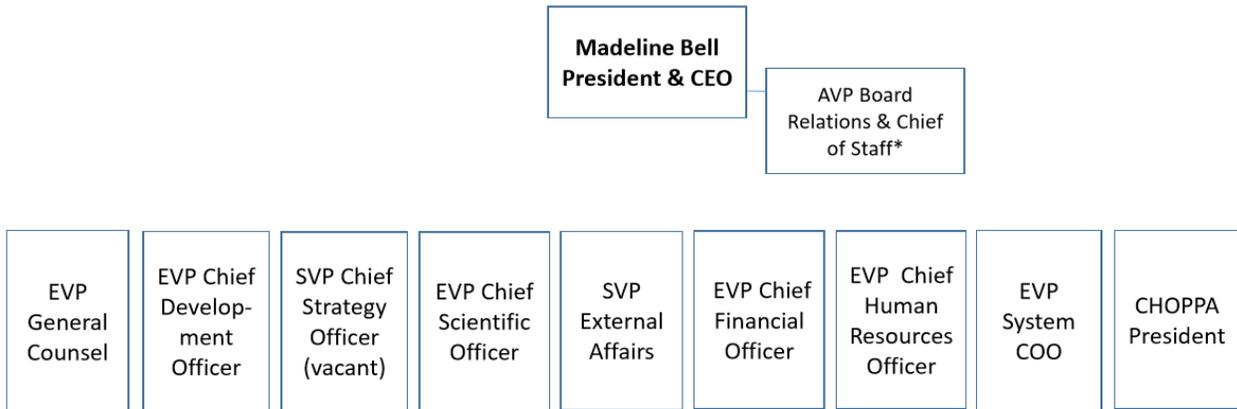
Children's Hospital of Philadelphia Equal Employment Policy

Children's Hospital of Philadelphia is an equal opportunity employer. We do not discriminate based on race, color, gender, gender identity, sexual orientation, age, religion, national or ethnic origin, disability or protected veteran status. VEVRAA Federal Contractor/Seeking priority referrals for protected veterans.

Credentials Verification and Background Check

All leadership appointments are subject to verification of credentials, as well as criminal and credit background checks.

Appendix A : CHOP Executive Leadership



* Dual report to the General Counsel

Revised – 09/20



Appendix B: Research Institute Leadership Team Organizational Chart

