



Travel Oregon Executive Director Search

Oregon Tourism Commission Meeting

WE HELP OUR CLIENTS CHANGE THE WORLD, ONE LEADERSHIP TEAM AT A TIME™

January 29, 2026

Presentation by: Jackie Zavitz, Guy Cote, Alissa Fernandez, and Mollie Moore

HEIDRICK & STRUGGLES

Agenda

- I. Stakeholder Input Process
- I. Policy Directives
- II. Hiring Standards
- III. Hiring Plan

Stakeholder Input Process

We gave key stakeholders a voice in this critical process by offering them a space to transparently discuss the current moment for Travel Oregon and what is needed in the next leader. The following report combines qualitative feedback from our conversations with Travel Oregon stakeholders and quantitative feedback from the Success Profile Builder survey.



**Oregon Tourism
Commission**

- The H&S team offered 1:1s with members of the Oregon Tourism Commission
- The H&S team met with the Chair and Vice Chair together to discuss the search process and gather input.
- The H&S team administered our Success Profile Builder survey to the Commissioners



**Travel Oregon
Senior Staff**

- The H&S team met with members of the Travel Oregon senior staff as a group.
- The H&S team administered our Success Profile Builder survey to senior staff.



State Leaders

- The H&S team met with leaders from various state agencies as a group.
- The H&S team met with representatives from the Oregon Tribal Tourism group.



**Industry
Stakeholders**

- The H&S team conducted several focus groups with leaders from across the state including leaders from:
 - Regional destination management organizations
 - Tourism industry
 - Outdoor recreation
 - Statewide trade and professional associations
 - Arts and cultural institutions

Policy Directives

Strategy, Governance & Policy

- Lead development, implementation, and evaluation of the Commission-approved strategic plan; ensure alignment of agency policy, people, and resources to deliver measurable outcomes.
- Serve as the primary liaison to the Oregon Tourism Commission and State of Oregon; provide timely analysis, reports, and recommendations to inform Commission and state policy decision makers.
- Administer the agency consistent with Governor and Commission direction and authority provided in ORS 284, cultivating Oregon's tourism industry as an integral part of the state's economic development strategy.

Financial Stewardship & Operations

- Direct biennial budget forecasting, development, approval, and administration (approx. \$90M biennial; \$42.8M in 2025), ensuring rigorous compliance, transparency, and accountability.
- Oversee effective agency operations, including internal controls, procurement, and contracting, with a focus on efficiency and public trust.

Organizational Leadership & Culture

- Build and lead a cohesive executive team; set clear expectations and foster an inclusive, collaborative, accountable culture across a statewide hybrid workforce.
- Ensure cross-departmental integration, decision quality, and proactive, transparent communication with internal and external audiences.
- Champion Travel Oregon's stewardship lenses, community agreements, equity and inclusion, and applicable affirmative action obligations in all programs and practices.
- Recruit, develop, coach, and evaluate executive leaders; ensure continuous talent development and engagement at all levels.

External Relations & Partnerships

- Represent Travel Oregon with the Legislature, industry, Tribal Nations, DMOs, local governments, community organizations, and professional associations; expand partnerships that advance the strategic plan and destination stewardship statewide.
- Serve as an effective public speaker and spokesperson; communicate priorities, outcomes, and challenges clearly to build trust and alignment.

Performance, Learning & Accountability

- Establish enterprise KPIs, program metrics, and learning systems; monitor performance and report results to the Commission and stakeholders.
- Promote innovation, data-informed decision-making, and continuous improvement to strengthen statewide outcomes.

Hiring Standards

Leadership Experience

Organizational and Team Management - Demonstrated executive level of complex programs, strategic plans, and budgets. Proven success engaging and developing a large, hybrid workforce. Demonstrated ability to advance equity and inclusion in the workplace and programs. Experience driving major change initiatives through an organization is strongly preferred.

Stakeholder Engagement - Demonstrated ability to engage and collaborate with a wide range of stakeholders, including staff, Commissioners, industry partners, government partners, community members, and the media. Demonstrated success working with and presenting to governing boards and public sector leaders. Track record of cultivating partnerships that improve community and regional outcomes.

Strategic Vision - Experience setting priorities across an organization and aligning business strategy with people and culture efforts, particularly at the intersection of government and private industry. Ability to set mission, key values, and key initiatives and make decisions in the best interest of long-term organizational and industry prosperity.

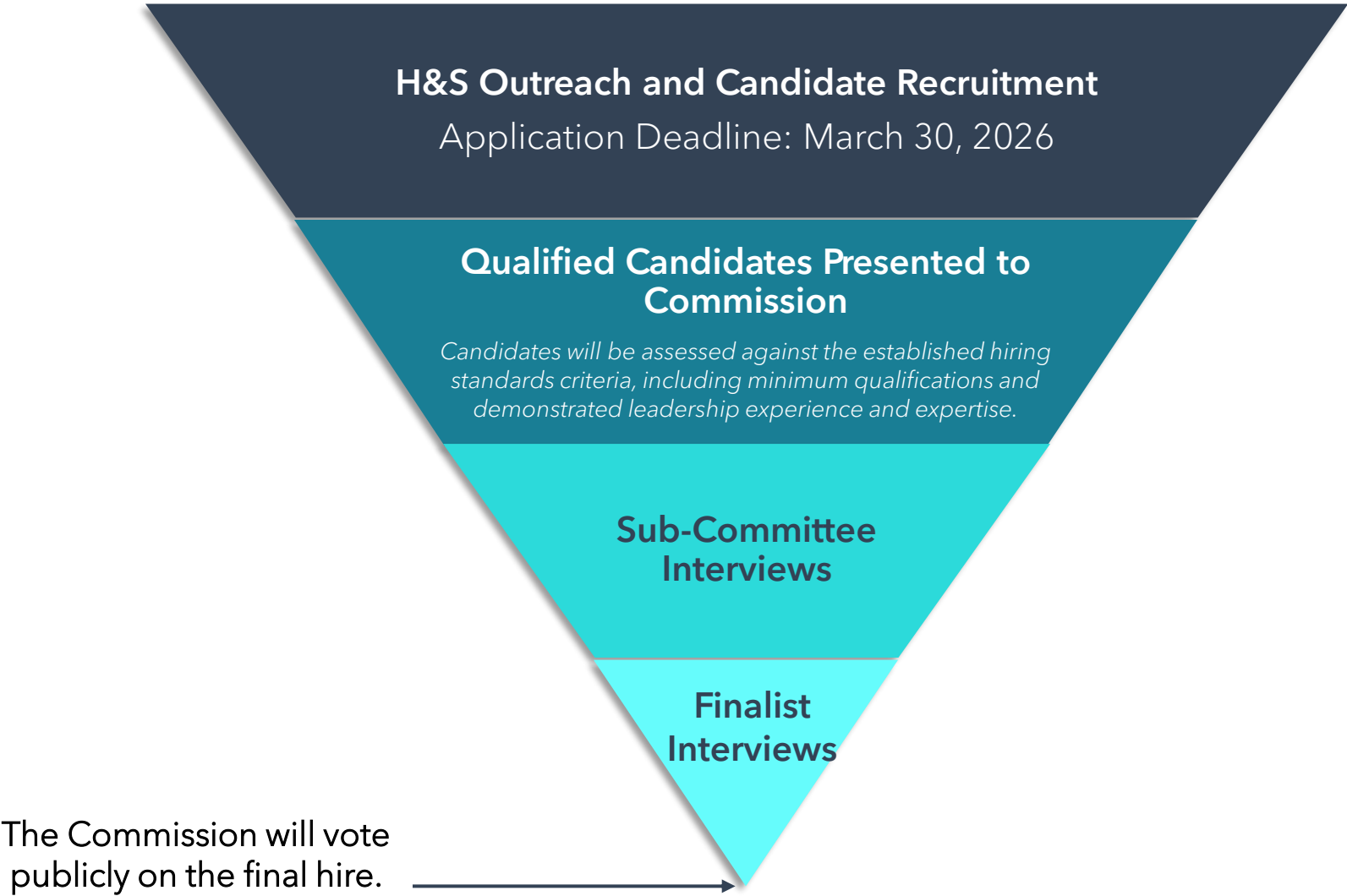
Industry Experience - Deep understanding of tourism, economic development, or a related field, and the balance between tourism, economic, social, and environmental impacts.

Hiring Standards

Minimum Qualifications

- A bachelor's degree in the field of tourism management, economic/community development, social science or other related field OR any combination of education/coursework/training and work experience necessary to meet position requirements.
- Five (5) years of experience in roles with senior-level leadership in business, tourism, complex program management, economic development, or related field. With demonstrated management experience leading and developing a program, strategic plan, and budget with experience directly managing staff.
- Experience aligning and optimizing the business strategy and people and culture efforts.
- Experience in balancing public-sector accountability with private-sector opportunity for growth – all centered on benefiting Oregon's communities.
- Understanding of tourism principles, sustainability, and other destination stewardship approaches that address the intersection and balancing of economic, social, and environmental impacts.

Hiring Plan



Due Diligence Process
Prior to beginning recruitment, Heidrick gathered feedback from a range of stakeholders to shape the search’s Policy Directives and Hiring Standards.

Heidrick will continue to gather feedback throughout the duration of the search.

Statutes
Per ORS 192.660(2)(a) and ORS 192.660(7)(d) (A-D), Commission Interviews and Finalists Interviews will occur in Executive Session; The Commission will vote publicly on the final hire.