POSITION AND CANDIDATE SPECIFICATION

University of Colorado
Anschutz Medical Campus

DEAN OF MEDICINE
AND VICE CHANCELLOR FOR HEALTH AFFAIRS

UNIVERSITY OF COLORADO DENVER | ANSCHUTZ MEDICAL CAMPUS

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POSITION SPECIFICATION

Client Organization

The University of Colorado (CU) School of Medicine is located on the Anschutz Medical Campus in Aurora, Colorado. It is a part of the two-campus University of Colorado Denver, which includes a liberal arts and sciences campus in downtown Denver. It is also part of the larger four-campus University of Colorado system which includes the University of Colorado-Boulder and the University of Colorado-Colorado Springs. The Anschutz Medical Campus features world-class research, educational, and clinical space and is home to the University of Colorado’s six health professional schools (School of Medicine, School of Dental Medicine, College of Nursing, Skaggs School of Pharmacy and Pharmaceutical Sciences, Colorado School of Public Health and the Graduate School).

The Anschutz Medical Campus hosts the University of Colorado Hospital and Children’s Hospital Colorado, both designated as magnet facilities. It also hosts an adjacent bioscience research park and the future Denver Veterans Administration Medical Center. The University of Colorado Anschutz Medical Campus is the only comprehensive academic health sciences center in Colorado, the largest academic health center in the Rocky Mountain region and one of the newest education, research and patient care facilities in the world.

Mission Statement

The mission of the CU School of Medicine (SOM) is to provide Colorado, the nation and the world with programs of excellence in:

- Education – through the provision of educational programs to medical students, allied health students, graduate students and housestaff, practicing health professionals and the public at large
- Research – through the development of new knowledge in the basic and clinical sciences, as well as in health policy and health care education
- Clinical care – through state-of-the-art clinical programs which reflect the unique educational environment of the University, as well as the needs of the patients it serves, and
- Community service – through sharing the School’s expertise and knowledge to enhance the broader community, including our affiliated institutions, other health care professionals, alumni and other colleagues, and citizens of the state.

Diversity

The SOM believes that diversity is a value that is central to its educational, research, service and health care missions. Therefore, the SOM is committed to recruiting and supporting a diverse student body, faculty and administrative staff. The SOM adopts a definition of diversity that embraces race, ethnicity, gender, religion, sexual orientation, socioeconomic status, and disability. The definition of diversity also includes life
experiences, record of service and employment and other talents and personal attributes that can enhance the scholarly and learning environment.

Key Facts

The SOM is comprised of 24 departments, transitioning to 23 departments in July 2014, at which time there will be 17 clinical departments and 6 basic science departments. There are also 9 centers reporting directly to the Dean and more than 22 additional centers residing within SOM departments. There are an additional 6 campus-wide centers.

The SOM has over 2900 faculty, plus an additional 2700 volunteer faculty members at the level of Instructor and above. There are 1100 resident/fellow trainees within 142 programs, of which 87 are ACGME accredited. More than 900 doctor of medicine, child health associate, physician assistant, genetic counseling, anesthesiologist assistant, and doctor of physical therapy students receive their education here, and the SOM has recently opened its first branch in Colorado Springs with 24 new matriculants in 2014. In total, the School of Medicine accepts 184 new doctor of medicine matriculants per year. The SOM provides departmental program oversight and training for more than 8 graduate school PhD programs for over 300 students. In all, there are more than 6500 regular faculty, staff, GME trainees and students in the SOM.

The Child Health Associate Physicians Assistant Program (CHA/PA) has gained national recognition for its curriculum in primary care medicine. One of the first programs in the country, it remains the only program to offer a Professional Master’s Degree (MPAS-Pediatrics).

The annual income of the CU School of Medicine totals over $1 billion which is comprised of 4.4% general fund/tuition & fees, 23.6% sponsored projects, 52% clinical earnings, 20% auxiliary/F&A/other funds. The School of Medicine and its Centers were awarded $258 million in direct and $69 million in indirect research funding to a total of $327 million in FY13. University Physicians Inc., the CU SOM centralized faculty practice plan provides business services and support for all employed faculty and is a separate 501(c)3. UPI revenue exceeded $538 million in FY 13. The School has an endowment principal of $326 million with $32 million available for distribution. There are 77 fully endowed chairs and 51 chairs that are partially endowed. Faculty clinical earnings are assessed 10% for the Dean’s Academic Enrichment Fund (AEF). Current annual revenue to the fund is approximately $37 million. The AEF is used at the Dean’s discretion for support of the academic enterprise in the School of Medicine. A new source of revenue for the SOM is a commitment from University of Colorado Health System to provide academic support on an annual basis.
Patient Care

SOM faculty provide the majority of their patient care at two of the nation’s top-rated teaching hospitals both located on the Anschutz Medical Campus:

- University of Colorado Hospital (UCH)—for the second consecutive year was named by the University Healthsystem Consortium as the highest-performing academic hospital in the United States for delivering quality care and was ranked top hospital in Colorado by *US News & World Report*. UCH is a closed staff hospital.
- Children’s Hospital Colorado—in the top 10 of *US News & World Report* for more than a decade.

The faculty who practice at the above mentioned affiliates are University employed and members of UPI.

In addition, full time faculty appointments are extended to the physicians and researchers who are employed by affiliated hospitals:

- National Jewish Health
- Denver Health Medical Center
- Veterans Administration Medical Center

Research

SOM faculty rank 7th among public medical schools in the country for federal research grants and contracts and 24th in federal research funding among private and public schools, according to the Association of American Medical Colleges. Four faculty are members of the National Academy of Sciences and 15 are in the Institute of Medicine.

Of note, the NCI designed University of Colorado Comprehensive Cancer Center has been funded for over 25 years. The University was awarded a CTSA in 2008 which is overseen by the Colorado Clinical and Translational Science Institute.

Recognition

Internationally recognized faculty offer exceptional clinical care, excelling in treatment of cancer, diabetes, heart disease and in surgery. World-renowned researchers contribute to the understanding of an array of health conditions, including spinal cord injuries, Parkinson’s disease and Alzheimer’s disease. *U.S. News & World Report* (2013) ranks the following School of Medicine educational programs:

- Primary care - #13
- Pediatrics - #6
- Family Medicine - #5
- Rural Medicine #9
- CHA/Physician Assistant Program - #11
- Physical Therapy #34
For additional information about University of Colorado | Anschutz Medical Campus, please visit http://www.ucdenver.edu
Position Summary

The University of Colorado Denver | Anschutz Medical Campus is already considered among the very best academic health science centers in the nation committed to the tripartite missions of research, education and clinical care. This position will encompass the dual role of Dean of the School of Medicine and Vice Chancellor for Health Affairs. The person who assumes these positions will be the leader who takes the health sciences campus into the very top tier of elite institutions.

Reporting jointly to the Chancellor of the University of Colorado Denver | Anschutz Medical Campus (Chancellor) and the Vice President for Health Affairs and Executive Vice Chancellor of the Anschutz Medical Campus (VPHA/EVP), the Dean of the School of Medicine is the chief administrative and academic officer of the SOM with responsibility for developing and implementing academic, clinical and financial strategies and developing an organizational structure that will promote competitive research, clinical and educational programs of the highest caliber. He/she will be responsible for recruiting and developing an outstanding academic and administrative leadership team including chairs, key faculty, and senior administrators. As Dean, he/she will also serve as the President of the faculty practice plan, University Physicians, Inc., a 501c3 organization, ensuring its continued success and evolution as a multi-specialty group practice and will be a member of the Board of Directors of University of Colorado Hospital, University of Colorado Health System, and Children’s Hospital Colorado.

As Vice Chancellor for Health Affairs, this individual will also oversee all campus wide as well as SOM centers and institutes and will be part of the executive leadership for the clinical enterprise leveraging the opportunities inherent within a health sciences dedicated campus with multiple top-ranked hospitals.

This critically important senior leadership position in academic medicine requires a dynamic individual with a comprehensive understanding of the multiple missions of the School of Medicine and the numerous challenges facing academic health centers in today’s research and clinical environment. Outstanding strategic, communication and diplomacy skills are essential. He/she must be seen as creative and decisive but also a consensus builder with demonstrated success in a complex, multi-faceted academic medical environment.

Reports to:  
Donald (Don) M. Elliman, Jr, Chancellor for the University of Colorado Denver | Anschutz Medical Campus  

Lilly Marks, Vice President for Health Affairs University of Colorado and Executive Vice Chancellor Anschutz Medical Campus

Direct reports:  
As Dean of the School of Medicine:  
Senior Associate Deans (4): Academic Affairs, Education, Clinical Affairs, Administration and Finance
Chief of Staff
Associate Dean, Rural Health
Clinical Chairs (17)
Basic Science Chairs (7)
Centers and Institutes (15+)

As Vice Chancellor for Health Affairs:
Center for Biomedical Informatics & Personalized Medicine
Center on Aging
Center for Bioethics and Humanities
AHEC Health Education Centers
Interprofessional Education
Health & Wellness Center
Colorado Clinical and Translational Sciences Institute

Key relationships:
Provost and Vice Chancellor for Academic and Student Affairs
Vice Chancellor for Administration and Finance
Vice Chancellor for Research
Vice Chancellor of University Communications
CEOs of affiliated hospitals
Boards of affiliated hospitals
University of Colorado Board of Regents
Deans of other health sciences schools
Faculty of the SOM

Major Responsibilities

As Dean of the School of Medicine:

- Collaboratively develop, articulate and implement a coherent strategic plan for the SOM that will take the University of Colorado School of Medicine into the elite tier of academic schools of medicine committed to excellence in research, education and clinical care.

- Build a governance, administrative and financial structure that will advance each component of the SOM’s overall mission and strategy.

- Ensure that the School of Medicine remains financially strong and operates in compliance with all applicable federal, state and university laws and regulations. The Dean, through his/her management team, shall also insure the presence of effective internal controls that ensure the integrity and reputation of the institution are safeguarded.
Recruit/support a strong leadership team of associate deans, chairpersons, institute and center directors, and executive administration to unite and inspire a highly effective organization that is committed to achieving the SOM's vision and strategic plan.

Provide visionary leadership and support that enables the School of Medicine to achieve and sustain top ranked national status in research, clinical and educational missions.

Ensure that the School has a strong mentorship and professional development process to foster faculty professional development and advancement.

Serve as a member of the Board of Directors of University of Colorado Hospital Authority, Children’s Hospital Colorado, University of Colorado Health System and other boards.

Foster a clinical enterprise characterized by quality, safety, evidence based and patient centered medicine.

Develop a strong philanthropic base to support and endow the programs of the SOM.

Promote and enhance diversity and inclusion among faculty, staff and students and in the process of education, conduct of research and provision of patient care services.

Foster and develop innovation with an eye towards creating unique partnerships and ventures with industry or other local, national or international business partners and foundations.

Exercise strong advocacy of School of Medicine and Academic Medicine issues at a hospital, university, state, and national level.

Serve as the public face and voice for the SOM in all external activities including with the hospital affiliates on the Anschutz Medical campus, with donors and the philanthropic community, with the broader Colorado constituencies and communities.

Will be viewed as a local and national thought leader in Academic Medicine as well as a leader in their own professional area.

As President of University Physicians, Inc.

Serve as Chairman of the Board of Directors.

Ensure that the multispecialty group practice remains financially strong in support of the SOM.

Foster a culture of high quality patient-centered care.

Ensure that UPI remains an active partner in the academic health center enterprise.
As Vice Chancellor for Health Affairs:

- Serve as a key leader for the Anschutz Medical campus by working effectively and productively with University of Colorado Denver leadership and the deans of the other health professional schools on the Anschutz Medical campus.

- Provide leadership and oversight of campus level centers and institutes (Center for Biomedical Informatics & Personalized Medicine, Center on Aging, Center for Bioethics and Humanities, AHEC Health Education Centers, Interprofessional Education, Health & Wellness Center and Colorado Clinical and Translational Sciences Institute) and act as supervising authority of the directors of those centers and institutes.

- Provide leadership and oversight of campus efforts to improve population health in Colorado and beyond through efforts which engage with the community.

- Coordinate with the various Schools’ professional practice plans to ensure that clinical collaborations are maximized.

- Convene and lead the Deans’ Coordinating Council.

- Serve as a member of the Chancellor’s senior cabinet for University-wide issues and decisions.
CANDIDATE SPECIFICATION: KEY SELECTION CRITERIA

Ideal Experience

- Progressive success and demonstrated skill in an academic medical or health center that values all aspects of the tri-partite mission of research, education and clinical care equally and leverages synergies between them.

- Significant senior leadership experience with a track record of transformative change and collaborative advancement. Experience in setting and articulating an academic vision, setting and executing a strategy, directing recruitment, overseeing finances and budgeting, and leading/valuing philanthropy are all sought in this recruitment.

- Excellent academic accomplishments and credentials. The experience and reputation necessary to ensure the continuation and enhancement of the research, educational and clinical missions of University of Colorado | Anschutz Medical Campus.

- Demonstrated managerial and business acumen with the ability to motivate and mentor a senior leadership team and provide the necessary guidance and direction to achieve strategic goals. Significant profit and loss responsibility and management of a large professional staff are attributes required in this recruitment.

- A recognized leader in medical student, resident and graduate student education.

- Demonstrated commitment to and success in faculty mentorship and development including department chairs, associate deans, and senior administrative staff.

- An understanding of the complex financial pressures facing Medical Schools and academic healthcare delivery organizations, as well as how to drive operational efficiency is necessary. Specific understanding of the potential impact of health care reform on the mission of academic medicine is highly valued. Similarly, an understanding of the unique pressures of the current research funding environment is essential.

- An established ability to function effectively and comfortably in a complex matrixed environment with multiple lines of authority and responsibility.

- Must demonstrate the principals of “servant” leadership and be transparent, cooperative and collaborative.

- An M.D. (or equivalent) degree and credentials that would warrant appointment at the academic rank of full professor with tenure are required.
Critical Competencies for Success

**Collaborative Leadership:** In a dynamic and growing environment that is committed to a collaborative approach to advancing the academic mission, the Dean and Vice Chancellor for Health Affairs must develop cooperative strategies and engage in mutual problem solving while serving as the steward for the academic mission. He/she will do this by:

- Partnering effectively and productively with the Chancellor, the VPHA/EVP and other senior leaders at the University of Colorado, deans of other CU schools, leaders of the affiliated hospitals, senior associate and associate deans of the SOM, department chairs, center directors, faculty and students to ensure the continued advancement of all components of the tripartite academic mission equally;

- Building trust and respect at all levels of the institution and the broader community and by being seen as a “balanced and fair” executive who can both communicate and implement a broad, aspirational vision;

- Setting a culture of the highest integrity and ethics and serving as the chief reputational officer for the institution; and by

- Demonstrating strong mentoring and advancing cohesive teams that leverage individual skills for a better collective outcome.

- Developing a culture that respects, values and promotes diversity within the student body, faculty and staff.

- Creating a culture of collaboration, civility, and professionalism.

**Innovation and Strategic Implementation:** Due to the critical importance of research, education and health care delivery to University of Colorado | Anschutz Medical Campus mission, and given the current challenging healthcare environment, the Dean and Vice Chancellor for Health Affairs will effectively advance the strategy and agenda of the SOM by:

- Providing vision, leadership and management for the academic enterprise within the SOM; attracting, retaining and developing faculty; and setting clear expectations and targets for faculty contribution in collaboration with department chairs and individual faculty members;

- Accelerating the transfer of knowledge and intellectual property from the bench to the bedside to the marketplace through creative and innovative partnerships;

- Leveraging the unique assets of the Anschutz Medical campus and its affiliates to advance all elements of the tripartite mission;
• Building a governance and administrative structure that supports and facilitates long-term collaborations for the mutual benefit of all parties; and by

• A relentless pursuit of excellence.

Business/Financial Acumen: In a complex, multi-institutional healthcare environment with much uncertainty in future healthcare delivery and limited state support, the Dean and Vice Chancellor for Health Affairs must be able to ensure sustainable models of clinical care and research funding. He/she will accomplish this by:

• Developing and implementing creative solutions in partnership with UPI and hospital leadership that optimize business performance while maintaining excellent patient care and supporting the broader academic missions;

• Building a shared sense of accountability and effectively creating incentives and systems that yield and measure optimal performance across all aspects of the academic mission;

• Making sound strategic decisions in a timely manner, even in the face of incomplete information; and by

• Working effectively with strategic partners to create win/win business solutions.

Other Personal Characteristics

• A commitment to collegiality, excellence, inclusivity, and diversity.

• A caring person with a positive approach to problem solving; and a builder of trust and respect at all levels of the institution.

• An engaging personal communication and presentation style that encourages consensus building and cooperation among deans, chairs, faculty, staff, partners and students. Deep talent in listening, learning and assimilating information for action.

• An ability to work effectively with diverse groups and to resolve conflict and manage ambiguity.

• An ability to lead and manage change and to inspire others to coalesce around a strategic vision and complex challenges.
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