Position and Candidate Specification

University of Virginia School of Medicine
Dean

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October 2020
Assignment: 64985-001
The University of Virginia School of Medicine (SOM) is the graduate medical school of the University of Virginia. The SOM's facilities are on the University of Virginia grounds adjacent to Academical Village in Charlottesville. The SOM is the 10th oldest medical school in the United States, and is consistently ranked among the top quartile of medical schools by U.S. News and World Report. The annual revenue of the SOM exceeds $500 million.

Clinical Mission
The SOM prides itself on providing exemplary clinical care to patients from all across the Commonwealth of Virginia and the surrounding region. Clinical faculty are based in 21 clinical departments which report directly to the Dean.

SOM faculty work in several locations in Charlottesville and across the region including flagship 700-bed University Hospital which houses a Level 1 trauma center, the UVA Children’s Hospital, the Emily Couric Clinical Cancer Center, the Charles Strickler Transplant Center, and more than 100 primary and specialty care clinics throughout Virginia.

During fiscal year 2020, SOM faculty:

- Admitted more than 26,000 inpatients.
- Provided 732,984 patient visits in more than 100 primary and specialty care outpatient clinics.
- Provided 40,681 Emergency Department visits.
- Performed 29,109 surgical cases.
- Performed 290 solid-organ transplants. UVA is the only provider in the state that performs all solid-organ transplants for adult and pediatric patients.
• Delivered approximately 2,000 babies, most of which were high risk or complex births.
• Operated a Level IV neonatal intensive care unit (NICU).
• Provided dialysis services through 11 outpatient facilities located throughout Virginia.
• Offered telehealth services in over 60 medical specialties.

Notable awards and accolades include:
• In its 2021 report, U.S. News & World Report ranked UVA as the #1 hospital in Virginia for the fifth consecutive year.
• UVA was ranked as High Performing, or among the top 10% nationally, in urology, nephrology, orthopedics, pulmonology and lung surgery, cancer, and gastroenterology and GI surgery.
• UVA was recognized as “high performing,” or among the top 10% nationally, in nine out of ten possible common procedures and conditions: abdominal aortic aneurysm repair, aortic valve surgery, COPD, colon cancer surgery, heart bypass surgery, heart failure, hip replacement, knee replacement, and lung cancer surgery.
• The UVA Cancer Center is one of 71 National Cancer Institute-designated treatment centers nationwide.
• U.S. News recognized UVA as #41 in gynecology and #42 in ear, nose, and throat treatment nationally.
• Among Children’s Hospitals, UVA was ranked:
  o #37 in pediatric cardiology and heart surgery
  o #40 in pediatric diabetes and endocrinology
  o #43 in pediatric urology
  o #43 in pediatric orthopedics
  o #49 in neonatology
• 233 UVA physicians were named to the Best Doctors in America® list for 2019-2020. Approximately 4 percent of U.S. doctors are named to the list nationally, according to Best Doctors, Inc.

Education Mission
The SOM achieves its educational mission by:
• Attracting a compassionate, diverse, and academically accomplished student body.
• Creating a respectful and nurturing learning environment that also challenges our learners to learn and apply science and medicine at the most skillful level.

Next Generation Curriculum
The SOM is changing the way that medicine is taught and learned by medical students. Members of the Class of 2014 were the first to learn under the innovative next-generation Cells to Society Curriculum. The next-generation curriculum employs a system-based learning experience that integrates basic sciences into clinical medicine, emphasizes clinical performance, and uses evidenced-based models to foster student learning.

The new curriculum has five main goals:
1. Assure that all graduates demonstrate mastery of the 12 SOM Competencies Required of the Contemporary Physician
2. Integrate content around organ systems
3. Integrate basic and clinical sciences within each educational experience and across all phases of the curriculum
Incorporate experiential and active-learning activities
5. Provide frequent developmental activities for clinical skills

Biomedical Sciences Program Overview
Faculty members at UVA are engaged in pioneering research that examines many of the most critical problems in medical science today. Over the past decade, unprecedented advances in our understanding of fundamental biological processes have generated new experimental approaches to gene expression and new insights into the underlying basis of human disease. The biomedical sciences program is at the forefront of these new and innovative approaches. The program includes exciting and immersive 12-week courses and topical six-week modules that strengthen core knowledge and teach the fundamental skills required for successful biomedical researchers.

Biomedical Sciences (BIMS) PhD+ Dual Degree Program
In late 2018, a new partnership with the McIntire School of Commerce was launched to create the Biomedical Sciences (BIMS) PhD+ Dual Degree Program. This program will provide a platform in which BIMS doctoral students can pursue a sequential BIMS Ph.D. followed by an MS in Commerce. This is a three-year pilot program in which doctoral students will gain the scientific knowledge, skills, training, and credentials to become leaders in academia, biomedical research, industry, healthcare/science policy, and education. In addition, the MS portion of the degree will allow them to gain expertise in commercialization, entrepreneurship, management, and leadership in the biomedical arena.

Graduate Medical Education
UVA is committed to establishing and maintaining high-quality Graduate Medical Education training programs. The SOM has 29 excellent clinical and basic science departments, a diverse patient population and dedicated faculty, and nationally recognized programs that help create an optimal learning environment and help develop future leaders in the art and science of medicine. UVA trains more than 800 residents in fellows in 82 ACGME-accredited specialties, subspecialties, and training programs.

MSTP: Medical Scientist Training Program
The Medical Scientist Training Program (MTSP) at UVA was established in the 1970s. The program trains students to conduct outstanding biomedical research and to pioneer developments in the practice of medicine. Importantly, and in keeping with the broader career training vision of the NIH for trainees, long-term goals for graduates include training not only future academic researchers, educators, and administrators but also leaders in other non-traditional careers in the private and public sector that advance our understanding of human disease, help develop more effective medical therapies, or affect policy in these areas.

Research Mission
The SOM’s cutting-edge research program is built on innovation and collaboration, bringing together basic and clinical scientists and spanning disciplines to pioneer the treatments and cures of tomorrow. The SOM consistently attracts some of the nation’s most prominent researchers to develop scientific breakthroughs that benefit patients across the Commonwealth of Virginia and beyond. UVA’s commitment to biomedical research is reflected in both national rankings and efforts to expand its research through strategic hires and research partnerships. Research faculty are members of either the 8 basic science departments or the 21 clinical departments.
Some of the advanced research underway at UVA includes scientific advances such as the molecular genetics revolution, human genome sequencing, advanced imaging techniques, and high-performance computing. Direct exposure to UVA’s collaborative research program provides aspiring physicians and scientists with the necessary tools to become the innovators of the future. Promising laboratory and clinic findings are rapidly integrated into clinical applications, changing the way that medicine is practiced at the UVA Medical Center and beyond.

UVA’s research model is built around an exciting research training environment that includes fundamental, translational, and clinical groups. Multidisciplinary teams of basic and clinical scientists are organized to answer some of the most difficult disease- and organ-based problems. This approach builds upon the strength of the basic science departments and the many areas of research excellence within the clinical departments.

The SOM recently received a five-year, nearly $23 million Clinical and Translational Science Award (CTSA) from the NIH. This award is one of several milestones, along with an MSTP program and an NCI-designated cancer center, that are hallmarks of a top-tier research school of medicine. Annually, the SOM receives roughly 1,200-1,300 research grants of all types, including federal, foundational, industry-based, and clinical grants. In FY20, the SOM received 1,298 awards totaling approximately $236 million.

Recent major research highlights and accolades include:
- According to the 2021 US News & World Report Best Grad Schools Guide, the School of Medicine ranked 29 out of 180 schools for Research.
- UVA was the first health system in Virginia to develop an assay to test for COVID-19.
- The FDA approved the clinical use of a new artificial pancreas system for the continuous monitoring of glucose and the delivery of insulin to Type I diabetics, developed by Boris Kovatchev, PhD, Professor of Psychiatry and Neurobehavioral Medicine and Director of the Center for Diabetes Technology.
- The FDA approved the clinical use of focused ultrasound as a scalpel-free alternative to brain surgery for essential tremor and for the management of tremors in patients with Parkinson’s disease after successful trials led by Jeff Elias, MD, Professor of Neurosurgery.
- Three Nobel Laureates completed their seminal work at the University of Virginia - Alfred G. Gilman, MD, PhD, Ferid Murad, MD, PhD, and Barry Marshall, MD.

Diversity, Equity, and Inclusion Mission

Through a series of institutional and departmental steps, the SOM has made a focused effort to increase diversity, equity, and inclusion among both students and faculty. Because of this work, the SOM has earned the Higher Education Excellence in Diversity Award from INSIGHT into Diversity magazine seven years in a row. In addition, UVA is one of 35 health professional schools to receive the 2018 HEED Award. The representation of SOM students from racial and ethnic groups underrepresented in medicine (URM) grew from approximately 6 percent in the early 2000s to over 25 percent today. Under a broader definition of diversity, which includes LGBTQ+ students and Virginians from rural/disadvantaged backgrounds, over 40 percent of each matriculating class qualifies as diverse. Moreover, the percentage of URM medical residents has grown from 6.9 percent in 2014-15 to 11.9 percent in 2018-19. During the same period, the percentage of fellows has more than doubled, going from 6 percent to 14.8 percent. In addition, the number of female full professors has increased from 48 in 2014 to 74 as of July 2019.

The SOM recently developed highly successful programs to increase diversity, equity and inclusion including the nationally recognized “Stepping In 4 Respect” workshop which focuses on positive, evidence-based approaches for responding to disrespectful, discriminatory behavior in the health care environment. Individualized diversity,
equity, and inclusion programs have been created in every basic science and clinical department to meet the needs of each team.

University of Virginia
The University of Virginia was founded by Thomas Jefferson in 1819 as a public university designed to advance human knowledge, educate leaders, and cultivate an informed citizenry. Today, UVA is an iconic public institution of higher education, boasting nationally ranked schools and programs, diverse and distinguished faculty, a major academic medical center, and a proud history as a renowned research university.

In its 2021 report, U.S. News & World Report ranked UVA the No. 4 best public university, and UVA continues to rank in the Top 30 of all national universities, both public and private. UVA encompasses twelve schools in Charlottesville, as well as the College at Wise in Southwest Virginia. Nearly 30,000 people are employed by UVA, including approximately 13,000 UVA Health employees.

Financial Strength
As of June 2018, UVA’s assets totaled $12.2 billion. The University’s endowment, an essential source of permanent support, ranks among the top-five largest for public institutions of higher learning and is among the top 20 of all U.S. colleges and universities. Financial leaders at UVA have designed and implemented a highly efficient debt structure making UVA one of only four public institutions with an AAA bond rating from all three rating agencies—Moody’s Investor Services, Standard & Poor’s, and Fitch Investor Services.

UVA has an extremely beneficial economic effect on the Commonwealth of Virginia. In 2016, an external research firm placed the University’s impact on Virginia at $5.9 billion, including substantially aiding in the creation of over 51,000 jobs and $239.9 million in state and local government revenues.

UVA Health
UVA Health is an academic health system that strives to provide excellence, innovation, and exceptional quality in the care of patients, the training of health professionals, and the creation and sharing of knowledge within a culture that promotes equity, diversity, and inclusivity. UVA Health is an expansive network comprised of the UVA Medical Center, Novant Health / UVA Health System, UVA Transitional Care Hospital, University of Virginia Physician’s Group, UVA School of Medicine, UVA School of Nursing, Claude Moore Health Sciences Library, and several other strategic partnerships and alliances.

UVA Health’s commitment to patient care and employee wellbeing is reflected in a comprehensive values system. At UVA Health, faculty and staff ASPIRE to embody UVA’s values of Accountability, Stewardship, Professionalism, Integrity, Respect, and Excellence. UVA Health aims to create a safe, inclusive, and compassionate environment for faculty, staff, and patients.
The Dean of the SOM reports jointly to the Executive Vice President for Health Affairs and the Executive Vice President and Provost of the University of Virginia. The Dean will be responsible for devising clinical strategy and leading clinical growth, further expanding research in collaboration with other UVA schools, continuing to advance and promote educational programs of the highest caliber, and partnering and with the greater Charlottesville community. He/she will be responsible for leading an outstanding leadership team, including chairs, key faculty, and senior administrators. The Dean will embed diversity, equity and inclusion in all elements of the tripartite mission and SOM culture.

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

**KEY RELATIONSHIPS**

**Reports to**
K. Craig Kent, M.D., Executive Vice President for Health Affairs
M. Elizabeth Magill, J.D., Executive Vice President & Provost

**Direct reports**
Clinical and Basic Science Department Chairs
Chief Operating Officer, SOM
Senior Associate Dean for Clinical Affairs
Senior Associate Dean for Education
Senior Associate Dean for Continuing Medical Education
Senior Associate Dean for Faculty Affairs and Faculty Development
Senior Associate Dean for Research
Associate Dean for Medical Alumni Affairs
Chief of Staff

**KEY RESPONSIBILITIES**

- Collaboratively develop, articulate, and implement a strategic plan for the SOM that will elevate the SOM into the elite tier of academic medical schools that are committed to excellence in clinical care, research, and education.
- Build a governance, administrative, and financial structure that will advance each component of the SOM’s overall mission and strategy.
- Ensure that the SOM remains financially strong. Through his/her management team, the Dean will also establish and maintain effective internal controls, ensuring that the integrity and reputation of the institution are safeguarded.
- Promote and enhance diversity, equity, and inclusion among faculty, staff, and students and, in the process of education, in the conduct of research and provision of patient care services.
- Provide visionary leadership and support that enables the SOM to achieve and sustain top ranked national status in clinical care, research, and educational missions.
- Support a strong leadership team of associate deans, chairpersons, center directors, and executive administration employees to unite and inspire a highly effective organization that is committed to achieving the SOM’s vision and strategic plan.

- Ensure that the SOM has a strong mentorship and professional development process that fosters faculty professional development and advancement.

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

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

- Foster and develop innovative and unique partnerships and ventures with industry or other local, national, or international business partners and foundations.

- Serve as the public face and voice for the SOM in all external activities with colleagues on the UVA grounds, donors and the philanthropic community, and with the broader Charlottesville and Virginia constituencies and communities.

- Act as a local and national thought leader in academic medicine as well as a leader in his/her own professional area.

- Work collaboratively with Deans of the 11 other UVA schools in the development of research and education programs.
UVA is seeking a highly accomplished and entrepreneurial academic leader with a demonstrated ability to grow and the ability to elevate the SOM in pursuing its missions of clinical care, research, education, and community engagement. The Dean position requires someone with a bold vision for the future of academic medicine in a global society. Collaborative leadership skills, a willingness to break down silos, the ability to build trusting relationships, and the desire and drive to push for change are required skills. The new Dean will be a talented physician who is capable of acting as a major institutional leader at the SOM, UVA Health, and the University.

**IDEAL EXPERIENCE**

**Academic Medicine Eminence**
Exceptional reputation as a physician and physician-scientist leader across all aspects of the SOM’s four missions of clinical care, research, education, and community. Significant accomplishments and credentials as an outstanding medical educator, prolific researcher and/or skilled clinician is expected. Leadership and participation in one or more national or international academic, scientific, and/or medical societies is preferred.

**Administrative Leadership**
Demonstrated success as a leader in roles of progressive scope and scale, which may include current or previous service as dean, associate dean and/or department chair. Experience in setting and articulating a vision, setting and executing a strategy, directing recruitment, leading successful diversity and equity programs, overseeing finances and budgeting, and leading/valuing philanthropy are all sought in this recruitment.

**Excellence Across Missions**
Background appropriate to leader in all four missions: clinical care, research, education, and community engagement.

**Business and Financial Acumen**
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.

**Mentorship and Development**
Demonstrated commitment to and success in faculty mentorship and development, including department chairs, institute directors, and senior administrative staff.

**Diversity, Equity and Inclusion**
Record of success in diversity, equity and inclusion.

**Education**
Doctor of Medicine or equivalent with a distinguished record of visionary leadership, research/scholarly accomplishments, and excellence in academic administration.
CRITICAL LEADERSHIP CAPABILITIES

Collaborative Leadership
In a dynamic and growing university and health system that is committed to advancing its academic mission through a collaborative approach, the Dean must develop cooperative strategies and engage in mutual problem solving while serving as the steward for the tripartite mission at the SOM. He/she will do this by:
- Partnering effectively and productively with senior leaders at the health system and university, deans of other UVA schools, senior associate and associate deans of the SOM, department chairs, UVA Physician Group leadership, faculty, and trainees 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 within the broader community, and by being seen as a “balanced and fair” executive who can both communicate and implement a broad, aspirational vision;
- Promoting a culture of the highest integrity and ethics and serving as the chief reputational officer for the institution;
- Demonstrating strong mentorship and advancing teams that leverage individual skills for a better collective outcome;
- Developing a culture that values, promotes, and expects diversity, equity and inclusion across all constituencies and components of the SOM; and by
- Creating a culture of collaboration, civility, and professionalism.

Leading People
Within a large, complex academic health sciences setting, ideal candidates will be a servant leader, inspire, motivate, and hold accountable the Dean’s administrative team, department chairs, clinical and basic science faculty, and students, as well as stakeholders and influencers throughout the organization. The Dean will do this by:
- Working to motivate individual team members, empowering them to initiate projects or strategic objectives on their own, and taking on ownership of leadership roles based on insight into individual motives and abilities;
- Taking actions and hosting events intended to engage and energize all stakeholders beyond direct reports through active listening, open communication, and other initiatives;
- Providing vision, leadership, and management for the academic enterprise within the SOM;
- Attracting, retaining, and developing talented faculty; and by
- Setting clear expectations and targets for faculty contributions in collaboration with department chairs and individual faculty members.

Innovation and Strategic Implementation
The Dean will uphold the SOM’s mission of promoting research, education, and health care delivery within the current challenging healthcare environment by:
- 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 SOM 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
- Relentlessly pursuing excellence in all aspects of work.
OTHER PERSONAL CHARACTERISTICS

- A visionary, big-picture thinker with the ability to think strategically, combined with an understanding of day-to-day operations and capacity to execute.
- Personal humility, the will to succeed, and ambition at an organizational level.
- Versatile with the ability to lead, listen, and serve.
- Practices open and transparent communication and inspires trust. S/he assumes the best in people and creates a culture that rewards collaboration and teamwork.
- Inspirational, genuine, and enthusiastic, with a high level of energy and endurance.
Appendix A

Charlottesville

Nestled amid the foothills of the magnificent Blue Ridge Mountains and about a hundred miles south of Washington, D.C., the greater Charlottesville region offers a thriving community and vanguard of arts and culture that is both boldly innovative and grounded in rich tradition. Charlottesville consistently ranks as one of the top places in the country for quality of life and was recently named America's happiest city.

Just beyond city lines, quiet rolling hills and family farms complement city life within Albemarle County's more than 700 square miles of vibrant natural beauty, including Shenandoah National Park's Skyline Drive and abundant history and heritage.

This juxtaposition of urban and rural creates a rich diversity that is the lifeblood of Charlottesville and Albemarle County. You see it in the restaurants, where talented chef-owners can go plate-to-plate with any major American city, blending traditional fare and regional favorites with flavors and influences from around the globe. You hear it in the variety of music echoing from the Charlottesville Pavilion or Batesville Country Store, where free concerts fill the air with salsa, bluegrass, and every genre in between.

However, that richness does not end with music and food - it is a reflection of the entrepreneurial spirit that shapes life here, dating back to the area’s most famous son, Thomas Jefferson. In 1776, Thomas Jefferson penned the Declaration of Independence. Today, residents and visitors write their declarations on the Downtown Mall’s Freedom of Expression Wall, a stretch of dark granite covered daily with the messages, art, and manifestos of passersby.

In Jefferson’s day, Charlottesville and Albemarle County were dominated by agriculture, and that legacy continues today in small farms raising organic crops and free-range livestock. Orchards dot the region, and a 200-year tradition of winemaking now produces some of the most honored and acclaimed wines on the East Coast.

Charlottesville has a vibrant and rapidly growing start-up, private equity, and asset management ecosystem. It is ranked #1 in the U.S. for venture capital growth for 2010 – 2015 by National VC Association, and the #1 startup growth region by Entrepreneur Magazine.

There is an energy in the incredible sports scene provided by the University. With top-ranked teams in almost all Division I sports, UVA was awarded the Capital Cup for the best athletic program among U.S. universities - UVA fans are passionate. A wonderful place to raise a family, Charlottesville and Albemarle County have schools that are consistently ranked top in Virginia. The Charlottesville MSA has a population of just over 200,000.
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