

POSITION AND CANDIDATE SPECIFICATION



UNIVERSITY OF CALIFORNIA, RIVERSIDE

VICE CHANCELLOR OF MEDICAL SCIENCES and FOUNDING DEAN, SCHOOL OF MEDICINE

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POSITION SPECIFICATION

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Client Company

In July 2008, the Regents of the University of California approved establishment of a School of Medicine at the University of California, Riverside (UCR). This action enables UCR to launch the first new public medical school in California in more than four decades.

As planned, the School of Medicine will serve the medically underserved in Inland Southern California through the training of a diverse workforce of physicians, as well as catalyze innovations in research, education, and healthcare delivery that will serve as models for the rest of the state and the nation. The school is projected to formally open in fall 2012, with a gradual transition from the current two-year program in collaboration with UCLA (the UCR/UCLA Thomas Haider Program in Biomedical Sciences). The need for such a school is well-documented, and the justification for locating it within Inland Southern California is strongly supported. This region is projected to have the greatest dearth of physicians in the state by 2015, with the shortfall of doctors in the two-county region of Riverside and San Bernardino projected to be as much as 1,140 physicians by 2015. Soaring population growth and the dwindling supply of primary care and specialty care physicians threaten to further aggravate this impending crisis. The medical school is projected to open in fall 2012, with an initial class size of 50 medical students. At maturity, the school expects to have 400 medical students, 160 Ph.D. students and 160 residents.

This initiative builds upon a variety of assets which already exist at UCR. Foremost among these is the UCR/UCLA Thomas Haider Biomedical Sciences Program, which provides the first two years of medical school to select students, who then go on to UCLA to complete their M.D. degrees. This partnership has been effective for 34 years. In addition, UCR has a foundation of ~100 faculty members currently conducting research in health-related fields, ranging from immunology and neuroscience to psychology and health services administration. With the distinction of a Carnegie rating of "very high research activity," a history of breakthrough discoveries, advanced scientific support facilities, and some of the most frequently cited scientists in their fields, UCR is well-situated to launch a new, innovative, state-of-the-art medical school as part of the world's leading public research university system.

The UCR School of Medicine will play a critical role in the social and economic development of Inland Southern California, with benefits to be felt throughout the state. This role is reflected in the school's mission, which highlights expanding and diversifying the physician workforce and developing research and healthcare delivery programs to improve the health of medically underserved populations. This will be accomplished, in part, through partnering with community medical centers, hospitals, and clinics for the training of medical students and residents. The medical school is intentionally pursuing this model of clinical education as part of its intent to expose students and residents to diverse patient populations, to pursue new approaches to healthcare training and delivery, and to leverage existing healthcare infrastructure in the region.

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UCR's School of Medicine will comprise the following elements:

- An innovative, distinguished and UC-caliber research base, focused on areas of research in which UCR has existing strength and/or can make a unique contribution. Research will emphasize population health, preventive medicine, and development of scientific knowledge to effect innovations in healthcare delivery, serving the rapidly growing Inland Southern California region. There will also be a focus on diseases and health issues specific to the region and the ethnic and cultural groups that reside therein, such as cardiovascular diseases, insulin-resistant diabetes and metabolic syndrome, emerging infectious diseases and neurodegenerative diseases.
- Educational programs that are innovative, with a curriculum that affords students the opportunity to focus on improved healthcare in both primary care and specialty areas, as well as student pipeline and support programs that assure matriculation of a diverse student body.
- A clinical education model that is consistent with the mission of broadly serving the medically underserved throughout Inland Southern California and that will be innovative in redesigning the system of healthcare delivery.
- Partnerships with regional hospitals and clinics that will offer students a broad range of experiences with diverse patient populations and leverage existing healthcare resources.
- Recruitment and educational programs that contribute to the development of a diverse workforce of physicians that reflects the face of 21st century California.
- Development of a center focused on promoting healthy communities, through innovative, research-based approaches involving community partnerships, prevention and proactive health screening/monitoring, and the design and implementation of novel healthcare delivery models that break traditional barriers to access for underserved patient populations.

About University of California, Riverside

University of California, Riverside (UCR) is a land-grant research university committed to the creation and transmission of knowledge at the highest level, and to the translation of that knowledge for the public good. The university's comprehensive programs and services, excellent faculty and staff, and vibrant and attractive physical environment are designed to: provide a high-quality learning environment for undergraduate and graduate students; advance human knowledge and accomplishment through research and scholarship; enhance the public good through community service and initiatives; seek preeminence among U.S. research universities.

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The roots of the campus date back to 1907, when the California State Legislature established the Citrus Experiment Station to conduct research on the agricultural problems of Southern California. Graduate work was conducted early in the station's history, and today, graduate education is central to its mission.

The 1,200-acre Riverside campus of the University of California is conveniently located approximately 60 miles east of Los Angeles, within easy driving distance to most of the major cultural and recreational offerings in Southern California. It is about a one-hour drive from the desert, the mountains, and the ocean.

Total enrollment at UCR in fall 2008 is approximately 18,000. The campus continues to expand, with a number of buildings being constructed or remodeled. These include academic settings, such as buildings for teaching and research in genomics, psychology and materials science, as well as a new student commons and student academic support services building. Prominent features of the campus include the 161-foot Carillon Tower, the Botanic Gardens, a downtown photographic museum and art gallery and an extensive agricultural experiment station.

UCR is a member of the Western Association of Schools and Colleges (WASC). The campus is fully accredited by the Senior Commission of WASC. This accreditation requires periodic review in accordance with WASC policies and standards. In addition, the two-year medical curriculum currently provided by the Biomedical Sciences Program is accredited by the Liaison Committee on Medical Education.

<http://www.ucr.edu/>

Position Summary

As founding Dean of the medical school, the individual who assumes the role will have a direct and dramatic impact on UCR, the UC system and its cadre of highly regarded medical schools, as well as the Inland Southern California community. The legacy the founding Dean will leave is likely to affect medical education, patient care and the lives of people in the region for decades to follow.

The University of California, Riverside (UCR) is at an exciting historic inflection point, having obtained approval by the Regents of the University of California to launch the medical school. The founding Dean will: play a central role in the leadership of the faculty, recruiting and directly managing the department chairs and other key faculty members; lead the development of the curriculum; secure non-state sources of funds for the school; develop the faculty practice plan; plan and construct the initial build-out of the medical school facilities; and cultivate the diversity of the school's faculty, students, and staff and its mission of serving the medically underserved.

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The Dean will also serve as the face and voice of what is intended to be an innovative, novel approach to medical education and research for the balance of the 21st century, as well as the provision and practice of medical care. In the context of the University of California, one of the premier research-based university systems in the country, the ideal candidate will lead breakthrough efforts in academic medicine, redefining the way in which education, training, research and clinical care are conducted.

The desire to serve the community lies at the heart of the school's mission, and the Dean must possess a shared sense of purpose in addressing the needs of the community, with a particular emphasis on the underserved. Since the founding Dean will be the first leader of this new medical school, (s)he will markedly influence how the school and the broader initiative will be perceived, influencing how the mission will be realized, and setting the tone for a collaborative, open and highly ethical professional environment.

Key Relationships

Reports to:

Chancellor

Direct reports:

To Be Hired

Other key relationships:

Executive Vice Chancellor/Provost
 Director, Biomedical Sciences Faculty
 Director, UCR/UCLA Thomas Haider Program in
 Biomedical Sciences
 Director, Center for Promotion of Healthy
 Communities
 Board of Trustees, UCR Foundation

Major Responsibilities

- Play a central role in the leadership of a diverse faculty, recruiting, retaining and directly managing the department chairs and other key faculty members.
- Collaborate with relevant faculty to develop further an innovative curriculum that focuses on improved healthcare in both primary and specialty care, as well as student pipeline and support programs geared toward attracting and supporting a diverse student body.
- Refine the initial business plan and financial model for the School of Medicine to include a focus on innovation in the delivery of education and healthcare.
- Collaborate with the Chancellor and other key UCR leadership to develop non-state sources of funds for the school, playing a leading role in philanthropic efforts.
- Plan and construct the initial build-out of the UCR medical school facilities, initially including the West Campus infrastructure.

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- Enhance the infrastructure for the UCR/UCLA Thomas Haider Biomedical Sciences Program, maintaining appropriate facilities until the School of Medicine formally opens on campus in 2012.
- Establish the Center for Promotion of Healthy Communities, the medical school's hub for research-based approaches to community partnerships, prevention and proactive health screening/monitoring and development/implementation of novel healthcare delivery models.
- Attend to the educational mandate of the medical school, ensuring that the best and the brightest of the diverse students in the region matriculate at the school and are provided with the highest quality medical education, such that they can return to the local community to improve its quality of healthcare.
- Demonstrate commitment to community outreach, community-based medicine and engagement with the surrounding community.
- Develop a curriculum and set of experiences that provides optimal education and training for students.
- Establish personal relationships across campus and in the broader regional community, becoming closely acquainted and interactive with a broad cross-section of faculty and students, as well as the various initiatives and activities that exist within the University and regional community.
- Create a work environment that is attentive and committed to the support of staff members, aligning what occurs in the workplace with what is provided to the community.
- Integrate into and become a valued member of the UC Riverside leadership team, learning about and contributing to the broader issues and responsibilities that affect the entire community.
- Serves as a member of the Chancellor's cabinet and as liaison to the Vice President for Health Affairs at the UC Office of the President.

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CANDIDATE SPECIFICATION: KEY SELECTION CRITERIA

Ideal Experience

Candidates for the position of founding Dean and Vice Chancellor of Medical Sciences, UC Riverside School of Medicine will be selected from a diverse pool and will be evaluated according to the following criteria:

- Leadership role within academic medicine, such as a sitting or former Dean, Associate Dean, Program or Institute Director, Department Chairman, etc. An equivalent role in industry is also acceptable, if combined with a prior faculty position or leadership role in academia. Responsibility for recruitment, finances/budgets, planning and other administrative elements is an important component of the leadership experience sought in this recruitment.
- Research background, including experience conducting basic or clinical research, clinical trials, or research of a translational nature, ideally with a consistent track record of extramural funding and peer-reviewed publications.
- Experience in the practice of clinical medicine within any discipline, including directing a clinical program, with a strong appreciation for and understanding of elements of excellence in clinical practice.
- Commitment to diversity as evidenced by tangible outcomes.
- Political acumen and philanthropic track record, and/or comfort with the highly visible role required to attract financial resources from institutions and individuals.
- MD or MD/PhD; specialty training and/or research fellowship is highly valued.

Critical Competencies for Success

- Strategic Orientation: The candidate for this position will possess the ability to understand the context within which the UC Riverside School of Medicine must operate, in order to understand both short- and long-term opportunities and obstacles. A candidate will be particularly valued if (s)he has a track record of translating an organization's overarching strategy into an effective, long-term action plan for his/her area of responsibility, particularly in relation to the development of a new organization or novel program. Ideally, the candidate will not only have crafted the vision for his/her area of direct responsibility, but will have raised or affected broader issues, influencing overall organizational strategy, thereby contributing to the larger planning process and helping to shape the future of an entire organization.

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- **Results Orientation:** The successful candidate will possess the ability to establish and implement the strategic plan for the founding of the UC Riverside Medical School. (S)he will do so first by collaborating as appropriate with UCR constituents, as well as the broader community, then by communicating in a pragmatic and collegial way that leaves little room for ambiguity and aids the organization in focusing on goals, staying on course and achieving results. The ideal candidate will be able to point to successes in building an organization, achieved as a consequence of his/her ability to frame and manage expectations, timelines, and goals, deliver demonstrable results and select top-tier faculty and staff to support the overall effort.
- **Influencing Skills:** The ideal candidate will demonstrate his/her ability to use diplomacy and both direct and indirect authority to gain alignment among multiple internal and external constituencies. The successful candidate will take a very “hands-on” role, demonstrating expertise in building strong working relationships with all key stakeholders, including disparate stakeholders on campus, as well as key constituents in the local community, and gaining the confidence and support of these stakeholders. (S)he will couple this with logical, fact-based arguments and prepared responses to anticipated objections, in order to help ensure the success of the UCR School of Medicine.

Other Personal Characteristics

- Entrepreneurial; willing to take a fresh look at how to achieve strategic objectives, unencumbered by resource constraints, historical practices or political agendas
- Enthusiastic and passionate about building a new organization and having impact through his/her work
- Able to communicate effectively and to develop productive relationships with multiple constituencies, including local and regional healthcare professionals and institutions, the academic community, and the public. A facilitator, consensus-builder and statesman
- Decisive and confident, without being arrogant or antagonistic
- A quick study; able to rapidly assess situations and absorb new information
- Open, transparent, honest and forthright, of the highest integrity
- Results oriented with the ability to get up to speed quickly

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Location

This position will be based in Riverside, CA.

Compensation

The University of California, Riverside has crafted a compensation package that reflects the strategic importance of the role.

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FOR YOUR CONVENIENCE: CONTACT INFORMATION

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