



SENIOR VICE PRESIDENT AND VICE PROVOST FOR HEALTH SCIENCES
The University of Rochester
and
CHIEF EXECUTIVE OFFICER
University of Rochester Medical Center
Rochester, New York

POSITION SPECIFICATION

Prepared by
Jordan M. Hadelman
Alexander H. Williams

February 2006

This position specification is intended to provide information about the University of Rochester and the position of Senior Vice President and Vice Provost for Health Sciences and Chief Executive Officer of the University of Rochester Medical Center. It is designed to assist qualified individuals in assessing their interest in this position.

**SENIOR VICE PRESIDENT AND VICE PROVOST FOR HEALTH SCIENCES
The University of Rochester
and
CHIEF EXECUTIVE OFFICER
University of Rochester Medical Center
Rochester, New York**

THE OPPORTUNITY

The University of Rochester is recruiting candidates for the position of Senior Vice President and Vice Provost for Health Sciences and Chief Executive Officer of the University of Rochester Medical Center (SVP/CEO). The SVP/CEO reports directly to Joel Seligman, President of The University of Rochester, and will be the senior leader of the University of Rochester Medical Center, as well as a member of the University Senior Leadership Team. This person will be responsible for leading all activities including patient care, research, education and community service within this diverse and expanding academic health center.

This is an outstanding opportunity for an academic leader at the peak of her/his career to provide leadership excellence to one of the most prominent academic medical centers in the world. This exemplary individual will experience a uniquely collegial culture in an academic health center, which makes this an extraordinarily attractive leadership opportunity. Although URMIC faces the challenges that all academic medical centers face, it does so from a position of unusual strength. It is financially healthy and it has been successful in its recent recruitment efforts.

The University of Rochester is one of the nation's top research universities and ranks among the top 30 institutions in federal funding for research and development. A significant component of the institution is the University of Rochester Medical Center, which includes The School of Medicine and Dentistry, the School of Nursing, Strong Memorial Hospital, the Golisano Children's Hospital at Strong, Highland Hospital, the Eastman Dental Center, and the Rochester Medical Faculty Group. The total operating budget for the Medical Center is approximately \$1.5 billion.

The successful nominee or applicant must hold an M.D. or equivalent degree. Candidates must possess consummate leadership skills and have achieved distinction in scholarship to provide future direction to a complex, multifaceted medical center in a major research-oriented university. Candidates should understand and support the missions of the University and Medical Center in their roles of education, research, patient care, and community service.

In many ways, the University of Rochester is inseparable from the greater community of Rochester, New York. Rochester offers world-class cultural, artistic and educational opportunities and is justifiably renowned for its outstanding quality of life. It is easily accessible to the major cities of the Northeast, and is a gateway to the Finger Lakes Region of upstate New York.

WITT/KIEFFER

SVP/CEO

For information regarding candidacies, nominations, or other suggestions, please see the section entitled “Procedure for Candidacy” near the conclusion of this document.

ORGANIZATIONAL OVERVIEW

The University of Rochester

The motto of the University of Rochester, *Meliora* (“ever better”), symbolizes the continuous change and improvement that have defined the University since its founding in 1850. A leading center for education, research, artistic performance, and clinical care, the University of Rochester consists of six colleges or schools: The College of Arts, Sciences, and Engineering; The School of Medicine and Dentistry; the School of Nursing; the Eastman School of Music; the William E. Simon School of Business Administration; and the Margaret Warner School of Education and Human Development. A significant component of the University is its academic health center, the University of Rochester Medical Center.

The University of Rochester is governed by a Board of Trustees. The trustees appoint a Medical Center Board with at least five members serving on both Boards. The Medical Center Board serves as the Board of Governors of Strong Memorial Hospital and the Eastman Dental Center. The SVP/CEO serves on the Medical Center Board *ex officio* with vote.

The University’s performance ranks it among the nation’s top research universities, yet it is one of the smallest research intensive universities based on enrollment. The University of Rochester consistently ranks among the top 30 institutions, both public and private, in federal funding for research and development. The Carnegie Foundation lists the University in its highest category, “Research I,” which includes 28 prestigious private universities in the United States – among them, Cornell, Duke, Harvard, Johns Hopkins, Penn, and Stanford. Rochester faculty and alumni include seven Nobel Laureates and 11 Pulitzer Prize winners.

The University of Rochester Medical Center

The University of Rochester Medical Center (URMC) is at the heart of medical knowledge and expertise for upstate New York and the Finger Lakes region. It includes the University of Rochester School of Medicine and Dentistry, the School of Nursing, Strong Memorial Hospital and the Golisano Children’s Hospital at Strong, Highland Hospital, the Eastman Dental Center, and the University of Rochester Medical Faculty Group. In total, the annual budget for the full academic and clinical enterprise is approximately \$1.5 billion and it is the largest unit within the University of Rochester.

The first Dean of the Medical School, Nobel Laureate George Hoyt Whipple, came to Rochester in 1921 to put a revolutionary concept into practice. Whipple supervised the design, construction, and staffing of The School of Medicine and Dentistry and Strong Memorial Hospital according to what was built on the models developed at John Hopkins. Whipple’s

WITT/KIEFFER

SVP/CEO

vision, built on the philanthropy of George Eastman, the General Education Board, and the Strong family of Rochester, was a school and a hospital under one roof that integrated basic science, clinical practice, and medical education. It quickly rose to national prominence.

In parallel with the original physical integration of education, research and clinical facilities, the functional integration of patient care, research, education and community outreach remains at the core of the medical center's philosophy and structure. Across the components of the center, there is one leadership team, one strategic plan, and one comprehensive budget – a single focal point of decision-making – a governance structure that is a national model.

Clinically, URMC's health system provides more than 52,000 inpatient discharges and has a full-time clinical faculty of more than 1,000 practitioners. More than a third of the inpatients at Strong Memorial Hospital come from outside of Monroe County, the institution's primary catchment area. URMC and its owned affiliates employ more than 13,000 full-time, part-time and temporary employees. When combined with approximately 4,000 additional employees in its other units, the University of Rochester is the largest employer in the region.

An important hallmark of URMC is collegiality. The original design of the Medical School placed basic and clinical scientists on adjacent corridors and faculty were encouraged to collaborate. Basic and clinical students to this day work closely together on research projects. Furthermore, there is active collaboration clinically among University-based and community based practitioners.

In 1996, URMC initiated a major strategic planning effort which focused on a multi-year expansion of its research programs in the basic sciences, a significant restructuring of its educational programs in medicine, nursing and graduate studies, and growth of its clinical enterprise. To date, nearly \$400 million has been invested in facilities, equipment and faculty recruitment, with another \$130 million slated to be invested through 2010. Much of the promise of that strategic plan has been achieved. Major facility additions include state-of-the-art research space for the basic sciences in two new on-campus buildings and an additional off-campus facility that bring the total research footprint to more than 420,000 square feet. These new facilities together with strategic recruitment of staff have created the momentum that has enabled URMC to double its research activity over the past nine years.

School of Medicine and Dentistry

The faculty of the School consists of approximately 1,300 full-time faculty members and 1,100 voluntary clinical faculty members organized into 32 Departments and Centers. Clinical faculty members provide tertiary and quaternary services to the upstate New York region and the Northeast, and also provide primary and specialty healthcare to the local population. They also train residents and fellows, who are drawn from all corners of the United States and beyond to be the next generation of practitioners and academic leaders.

WITT/KIEFFER

SVP/CEO

In 2006, the University of Rochester School of Medicine and Dentistry became the first in the country to receive full six-year accreditation from the Accreditation Council for Graduate Medical Education. URMC has 26 residency programs with 531 residents and 42 fellowship programs with 120 fellows. *U.S. News & World Report* ranks the School of Medicine and Dentistry 30th for research and 17th best in the primary care schools category. The dental programs are consistently ranked in the top 10.

URMC's research programs are highly ranked and well regarded. NIH funding to the School of Medicine and Dentistry exceeds \$140 million, ranking it 30th among the nation's medical schools. The School's dentistry, neurology, and orthopaedics research programs are among the top programs in NIH funding. Altogether, the School generates more than \$220 million in extramural funding for research including clinical trials.

The research portfolio has great depth and breadth and has achieved top-15 rankings in NIH funding in neurology, obstetrics and gynecology, oral biology, biostatistics, neurosurgery, public health and preventive medicine, and musculoskeletal research. Research programs in infectious diseases and vaccine development enjoy long-standing national prominence. Multi-disciplinary disease-focused research programs linking basic and clinical sciences in the areas of cancer, cardio-vascular disease, external threats to health, neurosciences and regenerative medicine are of strategic importance.

Almost 400 graduate students are in training to become the basic, translational and clinical investigators of the future, maintaining the critical link between scientific discovery and improved health. In undergraduate medical education, the concept of integrating cutting-edge, evidence-based medical science and the relationship-centered art of clinical medical practice is embodied in the "Double Helix Curriculum," which combines basic science and clinical work throughout all four years of medical school (like the strands of a Double Helix). This blend of the art and science of medicine also distinguishes the post-graduate medical education, where residents and fellows receive intensive, specialized training in virtually all medical specialties and subspecialties.

In recognition of its institutional commitment to community service and to improving the health of upstate New York's most disadvantaged residents, the URMC was awarded the Outstanding Community Service Award in 2004 from the Association of American Medical Colleges (AAMC). URMC has formed partnerships with city, county and community officials to create a plan for a healthier community. Particular attention is focused on eliminating disparities in health care among the most disadvantaged racial and ethnic groups in their community – the urban Hispanic and African-American residents of Rochester.

For more information please visit <http://www.urmc.rochester.edu/smd/>.

SVP/CEO

School of Nursing

The School of Nursing is nationally recognized for The Unification Model, which reflects its mission to improve the health of individuals, families, and communities through the integration of education, research, and clinical practice.

Its educational programs at the baccalaureate level offer pathways to B.S. and M.S. degrees to students already licensed as R.N.s as well as professionals choosing nursing as a second career. The School of Nursing also offers Master's Nurse Practitioner programs, a Master's Leadership program, an M.S./Ph.D. program, and a Ph.D. program. A D.N.P. program is planned. Students in the Accelerated Program for Non-Nurses – supported in part by a \$2.2 million grant from the Helene Fuld Trust and renewed with an additional \$2.5 million – are coming to Rochester from all across the country for intensive training that enables them to become nurses in as little as one year. The program already has a long waiting list.

Fueled by a bold strategic planning initiative, the School of Nursing's NIH ranking rose this year from 23rd to 13th in the nation.

The Center for Nursing Entrepreneurship supports the educational mission and represents the practice arm of the school. Within it, the Community Nursing Center is a thriving enterprise that provides primary care, mental health, travel health and other health services to the Rochester community through a variety of nurse/faculty managed initiatives.

The School is in the midst of constructing an \$8.1 million state-of-the-art educational wing to better accommodate the growing demand for its programs and services.

For more information please visit <http://www.urmc.rochester.edu/son/>.

Strong Health

Strong Memorial Hospital

Strong Memorial Hospital is the University's principal site for clinical teaching. With approximately 5,600 employees, it serves a region of 1.7 million people. Over 38,000 patients are admitted to Strong Memorial Hospital each year to take advantage of its comprehensive range of general and highly specialized services. Strong Memorial Hospital has clinical programs – including neurosciences, geriatrics, pediatrics, and urology – that consistently rank among the best in the nation according to *U.S. News & World Report*. Strong Memorial Hospital is upstate New York's premier teaching and research hospital. The 739-bed facility boasts a regional trauma and burn center, comprehensive cardiac services, pioneering transplant programs, esteemed programs for conditions such as Parkinson's Disease, epilepsy, and other neuromuscular illnesses, as well as tertiary care pediatric services delivered through the Golisano Children's Hospital at Strong Memorial Hospital. Additionally, Strong Memorial Hospital is a

WITT/KIEFFER

SVP/CEO

nationally funded AIDS Research Center and one of the first NIH designated AIDS vaccine evaluation units in the country.

With a solid reputation for quality, Strong Memorial Hospital has earned the National Research Corporation's "Consumer Choice Award" all ten years since the award's inception. In 2004 Strong Memorial Hospital received recognition as a Magnet hospital from the American Nurses Credentialing Center.

Golisano Children's Hospital

Golisano Children's Hospital at Strong Memorial Hospital is the only hospital in the Rochester and Finger Lakes region dedicated exclusively to the care of critically-ill children. One of the country's foremost teaching hospitals in pediatrics, the hospital has 49 categorical pediatrics residents, 35 medicine/pediatrics residents, and 22 pediatric subspecialty fellows in training. The faculty consists of 137 M.D.s, Ph.D.s, or M.D./Ph.D.s with primary appointments in the Department of Pediatrics, and 219 physicians from the community (voluntary faculty). The department remains in the top 30 nationwide for NIH funding for pediatrics and was named one of America's top pediatric hospitals for 2003 by *U.S. News and World Report*.

Golisano Children's Hospital at Strong Memorial Hospital has just completed a multi-million dollar, five-year strategic plan to enhance all aspects of its academic programs, including faculty recruitment and renovation of clinical, research and education space. Plans completed to date include recruiting 20 new pediatric faculty, completion of a 22-bed Pediatric Intensive Care Unit/Cardiac Care Unit and building a state-of-the-art Surgical Suite. The inpatient floors and the pediatric ambulatory space will be enhanced over time. Research programs include centers of excellence in several areas: neonatal and pulmonary biology; genetics; cardiovascular disease; infectious diseases and vaccine biology; and child health services research.

Highland Hospital

Highland Hospital, a community hospital in Rochester, is fully integrated operationally with URMC and Strong Health. Highland Hospital's 261-bed care center has been providing high quality medical care for the greater Rochester community for more than 116 years. A full range of medical and surgical services are offered in a convenient community hospital setting, linked to specialists at Strong Memorial Hospital. Highland Hospital is the fastest growing hospital in the region, with an increase in admissions of 74 percent since its affiliation with Strong Health in 1997. Highland Hospital offers the area's only dedicated women's health inpatient unit, is a leader in orthopaedic and gastrointestinal bypass surgery and, through its Acute Care for Elders (A.C.E.) Unit and 18 licensed geriatricians, provides comprehensive care to older adults. The University's geriatric program – which is based at Highland Hospital – was ranked among the nation's finest in the last three editions of *U.S. News & World Report's Best Hospitals* issue, reaching a rank of 15 in 2005.

WITT/KIEFFER

SVP/CEO

Senior Care Centers

Strong Health operates two skilled nursing facilities, one within a senior living community that encompasses all levels of care from independent living to senior day care, and a second with specialized facilities for ventilator and neurobehavioral care. The division also provides medical direction and outpatient services at Monroe Community Hospital, a 566-bed, county-owned residential care facility located one mile from Strong Memorial Hospital.

James P. Wilmot Cancer Center

The University of Rochester James P. Wilmot Cancer Center is the major resource for comprehensive cancer care, research, education, and community outreach in central, upstate New York with a referral area that covers 16 counties and 1.4 million people. The Center comprises 90 faculty from all URMC clinical and basic science departments who provide high quality, innovative care for cancer patients, and undertake research concerning the diagnosis, treatment, prevention and etiology of cancer. The Wilmot Cancer Center includes about 600 scientists, oncologists, surgeons, nurses, and support staff who care for 6,000 patients each year.

Over 800 patients are currently enrolled in more than 130 local and national clinical trials testing the latest therapies. The areas of strong research focus are represented in three well-established and three newly conceived multidisciplinary programs: Epigenetics of Cancer; Prostate/GU; Cancer Control and Epidemiology; Integrative Cancer Biology; Cancer Stem Cells and Metastasis, and; Hematologic Malignancy and Inflammation. The Wilmot Cancer Center has subspecialty-trained experts in prostate/genitourinary, breast, gastrointestinal, lung, head and neck, blood, and bone marrow cancers as well as leukemia and lymphoma. The Cancer Center is aggressively expanding its faculty, clinical and science programs, laboratories and outpatient facilities. Groundbreaking for a new Cancer Center will occur within a few months.

For more information about Strong Health and affiliated hospitals please visit the website at <https://www.urmc.rochester.edu/dentistry/patients/university-dental-faculty-practice/>.

Eastman Dental Center

Eastman Dental Center is responsible for the oral health services of Strong Health. It provides community-oriented oral health services, including specialty clinics, with more than 140,000 patient visits per year, a significant percentage to underserved populations, and includes extensive outreach programs. The postgraduate clinical and research training programs include all the subspecialties of dentistry and include trainees in master's and Ph.D. programs within the Medical Center. The oral health research effort in the department of dentistry and the Center for Oral Biology helped the Medical Center secure more than \$10 million in NIH funding in 2002-03, placing The School of Medicine and Dentistry fifth in the nation in research funding from the National Institute of Health/National Institute of Dental Craniofacial Research.

For more information please visit <http://www.urmc.rochester.edu/Dentistry/aboutus/edc.cfm>.

WITT/KIEFFER

SVP/CEO

University of Rochester Medical Faculty Group (URMFG)

URMFG provides a unified structure to address the clinical practice of its 867 physician faculty members, serving as a central resource for credentialing physicians and negotiating payment rates with third-party payers. An exhaustive, two-year effort to create strict processes for credentialing physicians has earned the URMFG certification by the National Committee for Quality Assurance (NCQA). The coveted certification was awarded to URMFG in July of 2004.

Additional information regarding the URMFG may be obtained at <http://www.urmc.rochester.edu/>.