

SVP/CEO

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 POSITION

Responsibility and Authority

The Senior Vice President and Vice Provost for Health Sciences of the University of Rochester also serves as the Chief Executive Officer of the University of Rochester's Medical Center. URMCM comprises The School of Medicine and Dentistry, the School of Nursing, Strong Memorial Hospital, Highland Hospital, the Eastman Dental Center, and the University Medical Faculty Group.

The SVP/CEO serves as an *ex officio* member with vote of the URMCM Board, which is appointed by the University of Rochester Board of Trustees. The Medical Center Board serves as the Board of Governors of Strong Memorial Hospital and the Eastman Dental Center.

Leadership and Governance of the University and the Health System

The single most important responsibility of the SVP/CEO is to provide innovative and inspiring leadership to the URMCM. Under the bold leadership of the SVP/CEO, the Dean of the Medical School and President of the hospital system work in partnership with Department Chairs, Center Directors, the Dean of the School of Nursing, the Director of the Eastman Dental Center, and the financial and administrative leadership of the Medical Center. This close working relationship ensures the successful integration of the organizational missions of patient care, education, research, and community health. The singularly collaborative culture within the Medical Center fosters teamwork, innovation, and collegiality that serve the URMCM mission of education, clinical, research and community health initiatives.

Reporting Relationship

The SVP/CEO reports directly to the President of the University of Rochester and is a member of the University senior leadership group.

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The following individuals report to the SVP/CEO:

- Dean of the Medical School,
- President and CEO of the clinical enterprise
- Chief Medical Officer of Strong Memorial Hospital, Highland Hospital and the long-term care facilities,
- Chief Operating Officer of URMC,
- Chief Financial Officer of URMC,
- Dean of the Nursing School, and
- Director of the Eastman Dental Center.

Specific Responsibilities

The SVP/CEO has a number of major responsibilities, the most important of which include the following:

Leadership

- Communicates the vision of progress and prosperity of URMC in all its missions across the spectrum of the organization and the community.
- Provides bold, effective leadership to the strong, existing management team at URMC.
- Ensures the integration of URMC programs and services to continue to create synergy and innovation.
- Provides inspirational leadership and facilitates collaboration. Builds consensus among individuals with strong, diverse and sometimes conflicting interests.
- Serves as ambassador to the outside world, continually cultivating relationships.
- Stimulates the growth and improvement of research.

Operational

- Selects outstanding senior leaders, who exemplify a passion and excellence in what they do and the highest quality of scholarship.
- Is responsible for the overall direction and articulation of the mission (education, research, health services, and community health) of the URMC.
- Provides oversight and guidance for the deans of The School of Medicine and Dentistry, the School of Nursing, Eastman Dental Center, and principal officers of the URMC.
- Directs the University of Rochester Medical Faculty Group.
- Is responsible for URMC development, in conjunction with the University of Rochester Office of Advancement; government relations in conjunction with the University; facilities management; marketing and public relations; the Cancer Center; Center for Primary Care; Center for Community Health; and the URMC General Counsel (who jointly reports to the University General Counsel).
- Develops strong working relationships with third party payers while representing the best interests of URMC.
- Is responsible for URMC financial performance.

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Quality

- Identifies national benchmarks for URMC to guide performance improvement efforts focusing on the achievement of high quality clinical and service outcomes.
- Inspires excellence in evidence-based clinical practice to assure high levels of patient satisfaction, access to care for vulnerable populations and safety in all aspects of clinical care.
- Assures a focus on efficiency in operations and key program expansions such that financial as well as clinical and quality goals are achieved.

Recruitment and Retention

- Assesses, recruits and retains key leaders and management staff, focusing on both intellectual capability and character.
- Ensures that all URMC searches, appointments, and review processes are conducted in accordance with URMC strategic plans and University of Rochester diversity policies.
- Reviews and appoints the deans for The School of Medicine and Dentistry, School of Nursing, the Director of the Eastman Dental Center, and the URMC principal officers, and hospital Chief Executives.

Planning

- Executes, monitors and reports progress on strategic plan.
- Determines program priorities and appropriate allocation of resources within the URMC.
- Identifies new market opportunities for URMC.
- Pursues appropriate collaborative opportunities with other programs at the University of Rochester.
- Addresses long range space planning for both clinical and research programs.

External/Community Relations

- Represents the URMC and the University, when requested by the President, with external persons or agencies, including donors, legislators, business leaders, and the community-at-large.
- Is responsible for generally promoting the URMC, and represents the URMC at national meetings of academic health organizations.
- Is responsible for the relationship with federal, state, and local government agencies that have regulatory and reimbursement authority over URMC.
- Is responsible for cooperating with and generating support from federal, state and local governments on specific programmatic initiatives, special grants and subsidies, joint ventures, *etc.*

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GOALS AND OBJECTIVES

The University of Rochester has identified the following critical goals and objectives for the SVP/CEO in the early part of her/his tenure.

Financial Performance

- Ensure the continuing strong financial performance of URMC in light of the University's dependence on the medical center's profitability.

Strategic Plan Development and Implementation

- Develop the Medical Center strategic plan by reviewing the current draft and leading preparation of the final version for approval.
- Lead the plan's successful implementation and track and communicate progress.
- Continues the planning process into the future assuring that URMC will maintain leadership and excellence in all its missions.

Building on Clinical Success

URMC is a highly successful clinical enterprise, managed by a talented and experienced team. The incoming SVP/CEO will be expected to focus on current management and economic challenges. Those challenges among others are to:

- Market existing centers of excellence and formalize those to be developed.
- Complete the funding of the Wilmot Cancer Center.
- Assure that each clinical department has depth, breadth, excellence and strong financial performance.

Research Focus

URMC recognizes that both its success as an educational institution and economic success are tied to its ability to be an internationally recognized research organization. Although research funding has grown in recent years, the rank of URMC has essentially not changed. The SVP/CEO will be expected to have a strong vision for research and to act decisively to grow the URMC research program and, specifically:

- Attract extramural funding, political support, and ultimately royalty revenue from patents and new ventures through technology transfer.
- Encourage cooperative research programs across departments and between schools of the University.
- Lead the effort to ensure sufficient available space to accommodate a growing research program.
- Continue to attract major funding from industrial sources.

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Intellectual Property

As a by-product of its research activity, URMCM generates revenue through technology transfer, patents, incubator companies and other intellectual property. The SVP/CEO:

- Consistent with the URMCM academic mission, maximizes the financial and research contribution of intellectual property to URMCM.

Fund Raising and Access to Resources

The demand for resources by the University as a whole, as well as the URMCM in particular, requires the SVP/CEO to devote considerable time and energy to developing new resources. Specifically, he/she will be expected to:

- Establish priorities for needed resources, balanced with program needs as set forth in the strategic plan.
- Identify new sources of resources including state and federal funding and private and foundation philanthropy.
- Take a leadership role in fund-raising activities on behalf of the URMCM.

Educational Programs

The SVP/CEO will be expected to:

- Devote appropriate attention to the clinical enterprise (Strong Memorial and Highland Hospitals) as well as to the education, research, and clinical practice missions of the School of Medicine, the Eastman Dental Center and the School of Nursing.
- Bring leadership and focus to discussion considering the growing need for a graduate dental program and corresponding research programs.
- Devote appropriate attention to the graduate medical education programs of the University.
- Develop opportunities that leverage the intellectual strength of the University.

Community Outreach and Visibility

URMCM is a major resource for the communities of upstate New York, but it needs financial and political support from those communities to thrive and grow. The SVP/CEO plays a major role in garnering that support by being active and effective with local and regional communities, as well as at state and federal levels. Specifically, the SVP/CEO will:

- Ensure that URMCM is the employer of choice in the communities where it has facilities.
- Listen and respond to community concerns.
- Assume leadership in community-wide efforts.
- Make the case for URMCM in public forums of all kinds.

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A Citizen of the University

Although URM is a huge enterprise in its own right, it is nonetheless a part of the larger University of Rochester. This is an important organizational strength, but it requires that the SVP/CEO be mindful of her/his obligation to be an enthusiastic and loyal citizen of the University. The SVP/CEO will be expected to:

- Embrace the interdependency of the URM and the University.
- Appreciate that the interdependency creates both opportunities and constraints.
- Work closely with the President.
- Present a unified front and consistent messages on relevant issues.

CANDIDATE QUALIFICATIONS

The ideal candidate should possess many of the following credentials, skills and characteristics:

Education

- An M.D. degree or its equivalent. This individual will be a strong clinician with excellent research credentials.

Experience (Not in order of importance)

- Strong background in academic health center leadership; research; education; and clinical delivery systems.
- Strong research vision.
- Demonstrated experience in leading and building teams and working effectively within a senior leadership group.
- History of building strong partnerships with chairpersons, fostering an environment of mutual respect.
- Proven success working in highly competitive markets.
- Expertise in management, financial performance and clinical operations, and oversight of a large and complex physical infrastructure.
- A world-class leader who is visionary and understands the big picture.
- Proven success in developing strong government and community relationships.
- Strong track record of financial stewardship. He/she effectively orchestrates investments and balances available resources consistent with organizational mission.
- A strong business sense, partnered with a commitment to quality, health services, research, education and community services.
- Recognized leadership in philanthropy and development.

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Personal Characteristics (Not in order of importance)

- **Leadership** – visionary, bold leader; vigorous and with contagious enthusiasm who motivates others to excel. Delegates when appropriate, sets high standards, and makes timely and effective decisions.
- **Strong Character** – values driven; ethically balanced; demonstrates integrity and honesty in everything.
- **A Passion for Excellence** – demonstrated excellence in every accomplishment.
- **Communication Skills** – effective oral and written communication skills. Good listener who gives and takes good counsel.
- **Wisdom** – maturity in judgment and intellectually agile. Has a strong, confident style.
- **Strategic Thinker** – ability to provide leadership that integrates the academic health center, research, education and clinical delivery missions of the URMC.
- **Team player** – collaborator and “people” person. Has the ability to integrate and build consensus, creating synergy between system components. Is seen as fair and flexible in her/his dealings with others.
- **Political Acumen** – diplomatic and politically effective. Does not harbor hidden agendas, is open and honest in her/his relationships.
- **Judgment** – understands that decisions need to be made in a timely way often with incomplete data. The quality of these decisions is dependent on the judgment of the SVP/CEO.
- **Financial Savvy** – Able to understand the financial implications of any decision and sophisticated enough to provide leadership to the URMC team in external financial discussions of all types.
- **Courage and Confidence** – courageous, inspiring leadership. Faces difficult issues with confidence and grace.
- **Diversity** – Demonstrated commitment to diversity consistent with University of Rochester policies.

CONCLUSION

This is a rare opportunity for a gifted leader to take a great institution with a storied past to new levels of excellence in education, research and clinical service. It comes at a time when the nation is grappling with how healthcare services delivery, medical education and research are to be organized and financed. Inevitably, many eyes will look to URMC for new ideas and approaches and innovative solutions. Leadership excellence will be at the forefront of this defining moment in URMC and the country’s history.

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PROCEDURE FOR CANDIDACY

Interested individuals may contact the consultants who are assisting in this search:

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Consideration of candidates will begin immediately.

The University of Rochester is an equal opportunity employer that does not discriminate on the basis of race, creed, color, religion, national origin, citizenship, age, sex, sexual orientation, disability, marital status, veteran status, or any other status protected by law.

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