



College of Medicine  
Tucson

## Position Specification

The University of Arizona

Dean, College of Medicine - Tucson

Private and Confidential

### Executive Summary

Dr. Michael Dake, Senior Vice President for Health Sciences, with the advice and counsel of a Search Committee, invites applications and nominations for the next Dean of the University of Arizona's College of Medicine - Tucson.

The Dean will be a key member of the health sciences leadership team; as such, the Dean will assume oversight for a complex set of responsibilities, and have an opportunity for major impact. Given the importance of the role, The University of Arizona seeks an individual with broad understanding of national health policy, and its implications upon future challenges and opportunities for academic medicine. Strong candidates should have a distinguished record in clinical/translational or basic research; record of successful administrative leadership experience in an academic medical center; an unwavering commitment to outstanding, compassionate, and innovative clinical patient care and population health, and demonstrated success in faculty recruitment, external fund development, and community partnerships. In addition, the University seeks an individual who his/herself has a successful track record in NIH funding, or who brings expertise in what is required for the faculty of a top tiered academic medical center to be successful in the NIH funding arena. The University of Arizona is an equal opportunity employer; as such, the Search Committee strongly encourages under-represented minorities and women to consider this exciting opportunity.

The University seeks an individual who will embrace the new partnership with Banner Health, and who will be creative in leveraging the incredible opportunities provided by this partnership for the benefit of the College of Medicine - Tucson. The Dean will play a key role in more fully integrating the educational and research expertise of the College of Medicine with existing centers at Banner Health, and utilize the advantages of the partnership to create opportunities to advance teaching and research at the University as a whole.

The University seeks an individual who will build synergies across the health sciences colleges and centers, and create opportunities for inter-professional research, education, training, and patient care excellence. Furthermore, UA seeks an individual who will be an unwavering champion for the student body, someone who will strive to ensure the College provides highest quality education and training, and who will appreciate the value of having a sister medical college in Phoenix and the opportunities that relationship entails.

Finally, the University seeks an innovative individual who will guide and empower the Chairs and faculty to raise the level of recognition and rankings for all departments and specialties. As part of the mandate, the new Dean will be expected to help facilitate the on-going substantial increases in extramural funding, particularly from NIH, and to participate, with the four other University of Arizona Health Sciences Deans, in a coalition of health sciences colleges that is recognized for cutting-edge research, and breakthrough academic and educational accomplishments. Overall, the Dean will be expected to develop and lead a collaborative process to devise and implement an ambitious strategic plan that will

result in greater excellence across all departments, increased national recognition for faculty in clinical and basic science departments, an increased set of translational initiatives, and a system of metrics to monitor the success of the strategic plan.

## **The Dean, College of Medicine – Tucson: The Role Defined**

The University of Arizona seeks candidates with a distinguished record in clinical/translational or basic research; substantial successful administrative leadership experience, particularly in an academic medical center and/or school of medicine; demonstrated achievement in faculty recruitment, a proven record of external fund development, and community partnerships; and a broad understanding of national health policy, and the future challenges and opportunities for academic medicine.

In terms of the performance and personal competencies required for the position, we would highlight and seek evidence of the following:

### **Setting Strategy**

- The capacity to understand the complex organizational landscape of academic medicine and the ability to anticipate and articulate the critical issues, opportunities, and threats in the foreseeable future.
- The ability to create and articulate an inspiring vision for the College.
- The inclination to seek broad input and to analyze data from a variety of sources to support decisions and to align others with the College and the UAHS overall strategy.
- An entrepreneurial and creative approach to developing new, innovative ideas that will stretch the organization and push the boundaries of the UAHS enterprise.
- An eagerness to participate in university-wide strategic planning processes and collaborative implementation of strategic goals with other UAHS and UA colleges.

### **Executing for Results**

- An ability to set clear and challenging goals while committing the organization to improved performance; tenacious and accountable in driving results.
- A comfortability with ambiguity and uncertainty; the ability to adapt nimbly and lead others through complex situations.
- A thoughtful approach to risk-taking, someone who seeks data and input from others to foresee possible threats or unintended circumstances from decisions; someone who takes smart risks.
- An unwavering degree of integrity and forethought in his/her approach to making decisions; the ability to act in a transparent and consistent manner while always taking into account what is best for the organization.
- An understanding of the broad research mission – basic, translational, and clinical – and is committed to its success and sustainability.
- An appreciation of the fundamental importance to a College of Medicine of undergraduate and graduate medical education and is a passionate advocate of the educational mission.

### **Leading Teams**

- The ability to attract, recruit, and retain a diverse team of top talent. Someone who values different perspectives and celebrates diversity within the team, while motivating, delegating, and managing performance effectively.
- A strong developer of others. An individual who demonstrates a generosity of spirit will be deemed an ideal candidate.
- The ability to delegate effectively while maintaining focus on strategy of the College in line with the overall goals of The University of Arizona health enterprise.
- A transparent communicator and leader with the desire to develop strong partnerships with all relevant constituents, including but not limited to: UAHS and UA faculty and staff, community stakeholders, students, trainees, and Banner Health personnel; and contribute to the success of all entities.
- The ability to persevere in the face of challenges, and exhibit a steadfast resolve and relentless commitment to higher standards, which commands engagement of and respect from followers.
- A leader who is self-reflective and aware of her/his own limitations; leads by example and drives the organization's performance with an attitude of continuous improvement by being open to feedback and self-improvement.

### **Relationships and Influence**

- An ability to foster and strengthen the relationship with Banner Health as well as other clinical partners in Phoenix.
- An ability to engender community engagement in Tucson and with colleagues in both Tucson and Phoenix.
- An ability to naturally connect and builds strong collaborative relationships with others, demonstrating strong emotional intelligence and an ability to communicate clearly and persuasively.
- A demonstrated understanding of, and enthusiasm for, each of the three missions of an academic health sciences center.
- An ability to inspire trust and followership in others through compelling influence, powerful charisma, passion in his/her beliefs, and active drive.
- A propensity to encourage others to share the spotlight and visibly celebrates and supports the success of the team.
- A desire to create a sense of purpose/meaning for the team that generates followership beyond his/her own personality and engages others to the greater purpose for the organization as a whole.
- A dedication to underserved/underrepresented populations and an understanding of the unique needs of the patient population in Tucson.

### **Relevant Experience**

- Has demonstrated career progression that has prepared him/her for a position of this scope, complexity, and scale.
- Has successful experience working with leadership of departments, research institutes, centers of excellence, or other mission critical entities as appropriate.

- Has served as a visionary and strategic leader with knowledge and experience in colleges of medicine, health centers, and teaching hospitals.
- Has participated in the management of a clinical and/or a research enterprise and demonstrates an understanding of the issues involved.
- Has first-hand experience educating undergraduates and trainees.
- Has demonstrated experience in fiscal management.
- Has demonstrated experience in, and a proclivity for, fundraising.
- Has demonstrated experience in advancing a diverse faculty, staff, and students/trainees.

### **Education and Credentials**

It is anticipated that the successful candidate will have earned a doctorate in a health professions or scientific field and have academic credentials sufficient to engender respect within the University of Arizona and the national academic community at large. The successful candidate should have had progressive, broad leadership experience in complex academic environments. He/she should exhibit a substantive understanding of the important issues in the national health care reform activities, as well as a deep understanding of academic health centers. And, he/she should be politically astute and understand that a leadership position of this stature calls for an individual with outstanding judgment, and a sense of the importance of how decisions and actions are perceived.

### **Background Data**

#### **The University of Arizona**

Established in 1885, the University of Arizona (UA), the state's land-grant university, is a member of the prestigious Association of American Universities. Recognized as a global leader, and classified as a Carnegie R1, UA conducts more than \$600 million in research and development activity each year, and is currently ranked in the top 25 among all public universities surveyed. The UA is advancing the frontiers of interdisciplinary scholarship and entrepreneurial partnerships, and benefits the state with an estimated economic impact of \$8.3 billion annually. With a total faculty of 3,144, UA currently enrolls 32,987 undergraduate students in more than 300 majors, in addition to 9,249 graduate and professional students.

#### **The University of Arizona Health Sciences**

The University of Arizona Health Sciences is the state-wide leader in biomedical research and health professions training. UA Health Sciences includes the College of Medicine-Tucson, College of Medicine-Phoenix, College of Nursing, College of Pharmacy, and the Mel and Enid Zuckerman College of Public Health. The University of Arizona Health Sciences is a network of health-related organizations that had its beginnings on the UA campus in Tucson, more than 40 years ago. UAHS is based on the campus of The University of Arizona in Tucson, while maintaining a growing presence on the Phoenix Biomedical Campus in downtown Phoenix.

The UA Health Sciences reaches across the state of Arizona and the greater Southwest to provide cutting-edge health education, research, patient care and community outreach services. A major economic engine, the UA Health Sciences employs almost 5,000 people, has nearly 1,000 faculty members and garners more than \$126 million in research grants and contracts annually. The colleges comprising UA Health Sciences enrolled 6,340 graduate and undergraduate students in fiscal-year 2016.

### **History**

- In 2015, The University of Arizona and Banner Health finalized the terms of a 30-year academic affiliation agreement that provides significant capital and investment resources for improvements to clinical facilities, equipment and clinical research and education programs. The closure of this agreement launched Banner – University Medicine. It includes three academic medical centers, a physician group serving as faculty in the academic medical centers, and at The University of Arizona Colleges of Medicine in Tucson and Phoenix.
- The University of Arizona-Banner Health Affiliation, Definition of Terms was signed June 26, 2014.
- In July 2010, the integration of UMC, UPH and their clinical affiliates resulted in the umbrella organization, The University of Arizona Health Network.
- In 2004, University Physicians, Inc., (formerly The University of Arizona Physicians, now Banner University Medical Group) assumed management of Kino Community Hospital in Tucson, which was named University Physicians Hospital (UPH Hospital). Known today as The University of Arizona Medical Center – South Campus, the hospital is a secondary teaching hospital for the UA College of Medicine.
- The UA Mel and Enid Zuckerman College of Public Health, established in 2000, became the fourth of the health-sciences colleges on the UAHS campus in Tucson.
- In 1992, the UAHS Phoenix Campus was established to meet the needs of UA medical students in Maricopa County and to provide education and community outreach to the surrounding region. UA pharmacy and doctoral students in nursing also study in the Phoenix area.
- In 1967, the Basic Sciences Building of the UA College of Medicine opened its doors to the first class of 32 medical students. Four years later, University Hospital was completed as the primary teaching hospital for the College. In 1971, these two entities were known as Arizona Medical Center. (University Hospital subsequently became University Medical Center and now is Banner – University Medical Center – Tucson.) Within a few years, the long-established UA Colleges of Nursing and Pharmacy, which opened in the UA College of Liberal Arts, constructed new buildings and joined the hospital and medical college on the budding UAHS campus.

### **The College of Medicine – Tucson**

The College of Medicine-Tucson was founded in 1967 with an initial class of 32 students. It has since grown to enroll 115-130 students annually, and has graduated a total of 3,400 physicians since its inception.

For 2017, U.S. News and World Report ranked The University of Arizona College of Medicine #74 for primary care and #63 for research. Its primary affiliated academic medical center, Banner - University Medical Center Tucson, was ranked #39 for Nephrology, #46 for Geriatrics, and high performing in five other specialties. The College of Medicine ranked #7 among the nation's medical schools for Hispanic students, according to Hispanic Business Magazine.

#### **Research**

Total annual research funding for the College has grown from \$70 million in FY15 to nearly \$82 million in FY17.

The College of Medicine – Tucson jumped from participating in 129 clinical trials in 2016 to 252 trials in 2017.

The College currently has 511 medical students who are actively involved in faculty research initiatives and Tucson community service activities.

#### **Updated Facilities**

The College of Medicine – Tucson facilities currently encompass more than 450,000 square feet of classroom, lab and office space. In the spring of 2017, Banner –University Medicine North, a \$100 million outpatient clinic, opened in Tucson. The new 208,000-square-foot clinic houses numerous specialties, including cardiology, gastroenterology and general surgery. Banner Health, UA's clinical partner, will open a new \$400 million, 670,000-square-foot hospital in the spring of 2019. The building will replace the aging hospital complex and include over 200 new patient rooms.

#### **Medical Education**

The standard curriculum is a four-year program which currently graduates approximately 115 students per year. Classes for the first two years are graded on a Pass/Fail basis. In the last two years, students complete clinical clerkships at a number of Tucson-area hospitals and have the option to rotate in Phoenix as well. Grades for the last two years are assigned on a Pass/Fail/Honors basis. This system is similar to the curriculum of most other medical schools. The college also awards joint MD/PhD, Masters of Public Health (MD/MPH), and Masters of Business Administration (MD/MBA) degrees through the College of Medicine, the Mel and Enid Zuckerman College of Public Health, and the Eller College of Management, respectively.

Admissions to The University of Arizona College of Medicine - Tucson is very competitive, with more than 9,500 applicants vying for 115 spots for the 2022 graduating class, 32 percent increase from the previous year's applications.

Beginning in the 2009-2010 admissions cycle, the school began to accept "extremely qualified" out-of-state applicants with a cap of 25% of the incoming class. Starting in the 2011-2012 cycle, this cap was raised to 50%, due to the increased number of seats at the recently established Phoenix campus. The College of Medicine, like most medical schools across the country, does not allow international students unless recommended by a faculty of the college and approved by the Dean under very special circumstances. The average GPA and MCAT for the Class of 2018 was 3.7 and 30.5 respectively. Starting in the 2010-2011 admissions cycle, the American Medical College Application Service (AMCAS) separated the application process between Phoenix and Tucson, allowing students to apply for these campuses separately.

### **Graduate Medical Education**

The College of Medicine sponsors 59 ACGME-accredited residency programs across almost every specialty in medicine. Over 700 residents and fellows are training at more than 35 sites, including the College's primary teaching hospitals, Banner – University Medical Center Tucson and Banner – University Medical Center South, as well as the Southern Arizona VA Health System, the Tucson Medical Center and various Indian Health Service locations.

Many of the privately employed Tucson-area physicians and all physicians who practice at the SAVAHCS hospital have University of Arizona faculty appointments.

The College of Medicine – Tucson campus is home to 14 centers and institutes:

- [Arizona AIDS Education and Training Center](#)
- [Arizona Center for Integrative Medicine](#)
- [Arizona Center on Aging](#)
- [Arizona Emergency Medicine Research Center](#)
- [Arizona Hispanic Center of Excellence](#)
- [Arizona Respiratory Center](#)
- [Arizona Simulation Technology & Education Center \(ASTEC\)](#)
- [Arizona Telemedicine and Telehealth Center](#)
- [Sonoran UCEDD Center for Excellence](#)
- [The University of Arizona Arthritis Center](#)
- [The University of Arizona Sarver Heart Center](#)
- [The University of Arizona Steele Children's Research Center](#)
- [The Valley Fever Center for Excellence](#)
- [University of Arizona Liver Research Institute](#)

## **UAHS Colleges and Centers**

### **The College of Medicine – Phoenix**

Beginning in the early 1990s, a Phoenix program was established to allow the College of Medicine-Tucson 3rd and 4th year medical students to complete clinical rotations at Phoenix-area hospitals. In August 2007, a 4-year branch campus was founded at the Phoenix Biomedical Campus (PBC), on the former site of the historic Phoenix Union High School, and its inaugural class of 24 students was admitted. In 2012, the Liaison Committee on Medical Education (LCME) granted preliminary accreditation to The University of Arizona College of Medicine – Phoenix; the recruitment and admissions processes for the two colleges are now separate and independent. Though the Phoenix campus began as a collaboration between The University of Arizona, Arizona State University, and the neighbouring Translational Genomics Research Institute, Arizona State University withdrew from the partnership in April 2010, citing state budget cuts. Both Colleges of Medicine are now associated solely with The University of Arizona.

The, now separately accredited, College of Medicine – Phoenix has since grown to 328 students, enrolling 80 medical students each year, and has graduated a total of 354 physicians since its inception a decade ago. The College was awarded full accreditation from the Liaison Committee on Medical Education in June 2017. The College of Medicine – Phoenix has approximately 122 on-campus faculty, and more than 1,600 community faculty. The College currently garners more than \$50 million in research grants and contracts annually.

The College is located on the growing [Phoenix Biomedical Campus](#) in downtown Phoenix. The [Phoenix Biomedical Campus](#) (PBC) is also home to the Phoenix campuses of the UA Colleges of Pharmacy, Public Health and Nursing, [Eller College of Management](#), as well as The [University of Arizona Cancer Center at Dignity Health St. Joseph’s Hospital and Medical Center](#), the [Arizona Biomedical Collaborative](#), [Translational Genomics Research Institute](#), [Northern Arizona University’s College of Health and Human Services](#) and [Arizona State University](#).

Medical education in Phoenix is conducted in the [Health Sciences Education Building](#), which opened in July 2012, is a state-of-the-art, 268,000-square-foot, six-story facility with lecture halls, the [Center for Simulation and Innovation](#), clinical education suites, an anatomy lab, offices and various flexible classrooms.

The [Biomedical Sciences Partnership Building](#) research facility opened in February 2017. The 10-story, 245,000 square-foot, research building is focused on bringing scientists and researchers together to discover innovative solutions to today’s leading health concerns. Areas of research include cancer drug therapies, [applied nanobioscience](#), pediatric infectious disease research and more.

The College of Medicine – Phoenix campus is home to 4 centers and institutes

- [Center for Simulation and Innovation](#)
- [Center for Toxicology and Pharmacology Education and Research](#)
- [The Center for Applied NanoBioscience & Medicine](#)
- [The University of Arizona Cancer Center at Dignity Health St. Joseph’s](#)

### **The College of Nursing**

The UA College of Nursing was founded as the School of Nursing in the College of Liberal Arts at The University of Arizona in 1957. Today the College of Nursing is home to 210 faculty and staff associates and enrolls 972 students in six programs.

The UA College of Nursing is accredited by the Commission on Collegiate Nursing Education and ranks among the top 15 percent of graduate nursing programs in the United States. The UA College of Nursing's doctorate of nursing practice ranked No. 26 and its master's program tied for No. 41 in the 2018 U.S. News & World Report Best Graduate School rankings. 2017 marked the first time the U.S. News & World Report Best Graduate School ranked Doctor of Nursing Practice programs. Among 149 DNP programs nationally, the UA College of Nursing was ranked No. 28. The college's master's programs were ranked No. 30 among 259 master's programs nationally, up from No. 38.

### **The College of Pharmacy**

The UA College of Pharmacy was founded in 1947. Pharmacy was the first health profession to be represented at The University of Arizona in Tucson. The College has nearly 45 full-time faculty members. The total number of employees, including full-time and part-time members, exceeds 300. In addition, approximately 1,000 preceptors provide experiential training to students at nearly 400 clinical sites throughout Arizona, the nation and the world.

Currently ranked No. 16 nationally in Best Graduate School published by U.S. News and World Report, the college has placed in the 16th slot or above since the publication started ranking colleges of pharmacy.

### **The Mel and Enid Zuckerman College of Public Health**

Established in January of 2000 by the Arizona Board of Regents, The University of Arizona Mel and Enid Zuckerman College of Public Health is currently the first and only nationally accredited college of public health in Arizona. Located in Tucson, Arizona, the College is located in the Roy P. Drachman Hall facility, which was completed in 2006.

The UA Zuckerman College of Public Health is the only accredited school of public health in the state of Arizona and offers tremendous opportunities to its students for education, research and community involvement thanks to a locale rich in history, research opportunities, and university academic resources. The College consistently ranks among the top five in American Indian and Hispanic graduates, and students enrolled among 58 accredited schools of public health in the United States, according to recent data from the Association of Schools of Public Health). The College ranked tied for No. 25 in the 2018 U.S. News & World Report Best Graduate School rankings of schools of public health.

### **Centers and Institutes**

The University of Arizona Health Sciences reaches across the state and well beyond its borders to provide health-care education, research, patient care and service for Arizonans and their neighbors today and for the future. The below centers support the UAHS's areas of research excellence.

*Cancer: working to prevent and cure cancer*

The **UA Cancer Center** is the only National Cancer Institute-designated Comprehensive Cancer Center headquartered in Arizona and serving the entire state.

*Asthma and Airway Diseases: tackling disease origins and optimizing current treatments*

The **Asthma & Airway Disease Research Center** is working to foster and enhance interactions between geneticists, biochemists, immunologists, microbiologists, molecular biologists, epidemiologists and clinical scientists aimed at solving specific challenges in the development of prevention strategies and new therapies for asthma and Chronic Obstructive Pulmonary Disease (COPD).

*Clinical and Translational Science: transforming ideas into health innovations*

**Arizona Institute for Clinical and Translational Science** (AZiCATS) is the UA Health Sciences academic home for clinical and translational research, providing funding, resources, and education to help translate ideas into health innovations.

*Health Disparities: promoting 'health equity' for all*

The **UA Center for Border Health Disparities** studies the impact of legal, employment, environmental, health-care delivery and public health factors on the health outcomes of people who live on both sides of the U.S.-Mexico border.

*UA Center for Disparities in Diabetes, Obesity and Metabolism*

The Arizona Department of Health Services reports that 62% of adults in Arizona are overweight. Collectively, Arizona's minority populations make up 43% of Arizona residents. They also face a disproportionate share of the state's obesity, diabetes, and metabolic disease burden. The **UA Center for Disparities in Diabetes, Obesity and Metabolism** serves as a nucleus for interdisciplinary research to facilitate the discovery of basic mechanisms of disease that can be translated into solutions for prevention and treatment of obesity and its metabolic co-morbidities.

*Informatics and Biostatistics: data science for better health*

The **UA Center for Biomedical Informatics and Biostatistics** resources multiple centers within UAHS to promote research aligned with the key developmental areas: precision medicine, cancer research, health equity and diversity, and population science. With the goal of building a data-driven learning health system, we are advancing precision medicine analytics and providing leading-edge services to translate Big Data science and genomic discoveries to clinical care.

*Neuroscience: battling debilitating brain diseases and injuries*

More than 1,000 brain disorders affect over 1 billion people worldwide. Fortunately, the UA boasts some of the best neuroscientists in the nation and they are tackling the biggest questions in brain science as they also train the next generation of researchers and clinicians. The **UA Center for Innovation in Brain**

**Science** focuses on cognitive aging in health and disease, chronic pain and traumatic brain injury, stroke, and integrative neuroscience among other areas.

Population Health and Health Outcomes: *providing new, cost-effective ways to fight disease*  
The UA Health Sciences studies the health of populations as a whole and measures health outcomes to ensure appropriate resources are reaching the community. As part of this major initiative, the **UA Center for Population Science and Discovery** to develop practical solutions to improve health outcomes, enhance access to quality health care, reduce health inequities, assess cost-effectiveness and ensure accountability.

Precision Health: *tailoring treatments to the individual*  
We're building a world-class program to develop novel, targeted therapies tailored to individual patients. The **UA Center for Applied Genetics and Genomic Medicine** supports health-care providers, genetic counselors and researchers in their efforts to advance precision health approaches for the diagnosis, prediction and treatment of disease, for improved patient care and outcomes and reduced health-care costs.

## **Application/Nomination Procedure**

The Search Committee, co-chaired by Jennifer Barton, PhD, Director, BIO5 Institute and Irving Kron, MD, Senior Associate Vice President for Health Sciences and Interim Executive Dean of the UA College of Medicine – Tucson, invites inquiries, nominations, and applications for the next Dean of the College of Medicine – Tucson at The University of Arizona. Dr. Dake and the Search Committee are partnering in this search with Russell Reynolds Associates; the Russell Reynolds Associates team is being led by Dr. Charles Falcone. Dr. Ilene H. Nagel, President of Education Executives, LLC, is collaborating with Dr. Falcone in co-leading the search.

Prospects nominated and/or those who wish to be considered by the Search Committee should provide an electronic version of their *curriculum vitae as well as a brief bullet point summary of administrative roles they have held and their accomplishments in each.*

Confidential review of nominations and expressions of interest will begin immediately and will continue until an appointment is made. To be ensured full consideration, email a curriculum vitae and supporting materials to Russell Reynolds Associates at [UA.CoM@russellreynolds.com](mailto:UA.CoM@russellreynolds.com).

*The University of Arizona is an equal opportunity, affirmative action institution. The University does not discriminate on the basis of race, color, religion, sex, national origin, age, disability, veteran status, sexual orientation, gender identity, or genetic information in its programs and activities.*

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